华章科技



移动互联网时代的商业革命

张波◎著

国内首部O2O著作，系统阐述和解读传统企业、电子商务企业、与民生相关的企业如何借助O2O来重构和改善现有的商业模式，顺利在移动互联网时代实现创新与转型。

本书不仅通过大量成功案例极富洞察力地分析了O2O在营销、支付和消费体验三大方面的巨大作用，还从实践层面总结了O2O的产品设计、O2O组织的构建与组织文化、O2O的运营。



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China Machine Press

O2O

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蒸汽时代	汽船、火车	50～80km/h	19世纪中
喷气时代	飞机	500～1000km/h	20世纪中
原子时代	巡航导弹	7000m/s	20世纪中
比特时代	数码传输	1100亿bit/s	2000年

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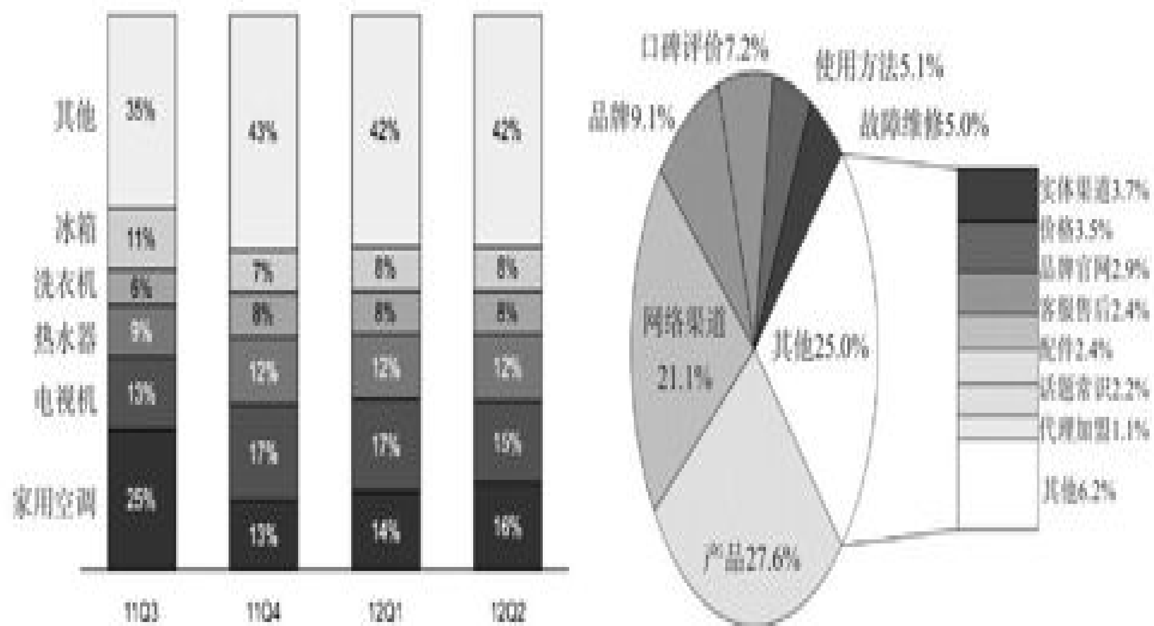
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洗衣机
热水器
电视机
家用空调
35%
11%
6%
9%
13%
25%
43%
7%
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12%
17%
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17%
14%
42%
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8%
12%
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16%
11Q3
11Q4
12Q1
12Q2
口碑评价7.2%
使用方法5.1%
品牌9.1%
故障维修5.0%
网络渠道
21.1%
其他25.0%
产品27.6%
实体渠道3.7%
价格3.5%
品牌官网2.9%
客服售后2.4%
配件2.4%
话题常识2.2%
代理加盟1.1%
其他6.2%

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家电企业	家庭消费者
• 快速获得家庭消费者 CRM 信息	• 快速找到产品入口，避免维修陷阱
• 服务成本更低（减少了 400、800 等热线的通信成本、人力成本）	• 避免了热线忙音困扰
• 售后服务个性化定制（不同的产品对应不同的服务页面）	• 操作简单，一目了然
• 二次营销推广的新手段（售后服务也可将各种营销相结合）	• 二次促销一扫便知

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2012[illegible]9[illegible]

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iOS 6[illegible]

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4[illegible]“[illegible]”[illegible]——[illegible]

手机二维码简历

手机二维码的拍码购物

手机二维码登机牌

手机二维码的景区导游

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Emart[illegible]

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SANTA TAG
give a little magic!
Johnny
scan to find out!
WHO'S your SANTA

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2007[illegible]iPhone[illegible][1][illegible]“[illegible]”[illegible]“[illegible]”[illegible]

2010[illegible]Augmented Reality[illegible]AR[illegible]Virtual Reality[illegible]VR[illegible]Virtual Reality[illegible]VR[illegible]VR[illegible]AR[illegible]“[illegible]”[illegible]O2O[illegible]AR[illegible]

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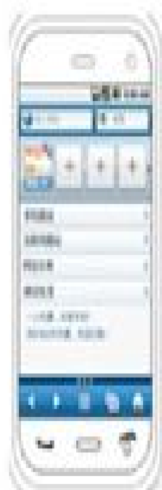
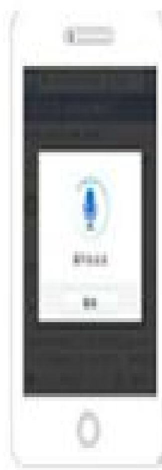
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	数字串	二维码	NFC
基于手机	实现	实现	实现
低成本数据通道	最强	强	一般
安全和标准	弱	强	强
快速识别	弱	强	最强
平等的多样性商务	弱	最强	一般
低成本生成	最强	强	弱
个人体验	弱	强	强

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周一
移动用户李先生通过网上订票，获得南方航空手机电子行程单，确定了本周四的广州行程。

周二
李先生母亲生日，他在商场为母亲订了一份生日蛋糕。通过手机短信，将蛋糕的电子提领券发送到远在他乡的弟弟。弟弟凭手机里的电子凭证，在当地商场领取到了哥哥订的生日蛋糕，为母亲庆生。

周三
周三女儿身体不适，李先生通过移动手机导诊服务，为女儿预约并挂号，女儿在最短的时间内得到了专家的诊治

周四
李先生用手机条码行程单在机场自助打印登机牌登机，随后又从容的在候机时，在淘宝买好了养生温泉套票。父亲在家中收到套票电子凭证，与老伴一起享受了一次温泉旅行

周五
和朋友打高尔夫，李先生出示了VIP电子卡，享受到优惠服务

周六
李太太逛街，看到街头的某化妆品新品海报，通过手机扫描海报下方的二维码，参与了该品牌互动活动，立马得到了该化妆品的小样一份。

周日
李先生用银行的积分兑换了哈根达斯甜品套餐两份，李先生带着女儿享受了一个快乐的下午时光。

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应用分类	活　　动	活动备注
品牌推广	校园营销活动、动感地带商圈、优惠服务、主题营销活动	抢占资源，加强品牌建设
积分/M值兑换	联盟商家积分兑换：洗车券、蛋糕券等	常态积分/M值消耗服务
营业厅服务	营业厅VIP客户预约排队服务、电子渠道预受理、营业厅受理服务	缓解营业厅服务压力
业务营销	10086满意度提升服务	降低10086的客户投诉率
	预存送	预存话费送电子券
	开卡送	办理移动号码卡，送电子券
	手机电影票	用户可以通过参与某活动、积分兑换、小额支付扣减以获取电影票
VIP客户关怀	连锁烘焙服务、电影优惠服务、高尔夫优惠服务、手机俱乐部服务、汽车服务等	为VIP客户提供俱乐部服务、家政优惠服务、生日关怀等
电子优惠券	点播折扣券、12580自营销	用户拨打12580可以下载优惠券或完成积分兑换服务
增值业务服务	139手机邮箱推广、彩铃推广、飞信推广	将电子凭证发到139邮箱，用户点击邮件中的二维码图片可将其下载到手机中
	小额支付、手机钱包、NFC手机支付的结合	小额支付电影票

2010[illegible]RFID[illegible]O2O[illegible]

[illegible]2010[illegible]7[illegible]

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2□Dropbox□iCloud□□

3□Google Docs□iWork□□□□□□Mac□iPad□iPhone□iPod touch□□□□□□□□□□□

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6□□□+□□□□□□□□□□□□□□

7□□□□□□□□FaceTime□□Wifi□□□□

8□□□□□□□□iMessage□□□□□□□iOS□□□□

9□□□□□□□□□□□□□□Passbook□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

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业务入口（门户，搜索，社交，游戏，电商，音乐等）

桌面IT入口（安全软件、办公软件、浏览器、聊天软件等）

用户体验入口（美食，游戏，优惠，购物等）

手机IT入口（安全软件、办公软件、浏览器、聊天软件等）

- PC互联网，云管端产业定位清晰，云有亚马逊，管有运营商，端有微软和PC厂商，入口端也很清晰（Google等），诸侯争霸。
- 移动互联网，云管端产业发生巨变，苹果在手机体验入口，操作系统和硬件端的强势，开始利用互联网基础能力打破管道基础产品，以在未来变成业务入口，并通过苹果的管端进入云内容，产业链被压缩，帝国形成。

桌面操作系统（微软独霸）

PC/笔记本硬件（群雄并起）

手机操作系统（iOS/安卓）

智能手机/PAD（苹果/三星等）

端

有线传输网　无线传输网

- 管道基础产品（语音、短信、彩信）
- 数据传输（有线\WiFi\3G\2G）

管

- 业务数据为主题的云（内容提供商，如门户、搜索、社交、游戏、电商等）
- IT服务为主题的云（硬件、计算能力、基础软件、存储等）

云

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2010[illegible]“[illegible]”[illegible]Groupon[illegible]24[illegible]2[illegible]3[illegible]2[illegible]5[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]800[illegible]2011[illegible]54[illegible]110[illegible]2010[illegible]5.5[illegible]3[illegible]35[illegible]3.6[illegible]2011[illegible]190[illegible]62[illegible]

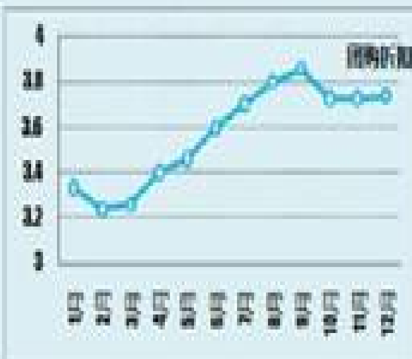
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2011年国内团购市场销售数据统计

以下结论根据团800（www.tuan800.com）每月《团购数据报告》得出，仅供参考，特此声明。

2011年团购活动总计54万期，超过3亿人次参与了团购，成交额超过110亿元。全年团购折扣平均值约3.6折扣，客单价约35元。





衡量销售情况的三项数据年内均呈现数倍增长，但开团期数的增长速度明显更快，12月开团期数是1月的14.3倍。



	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月
销售额（亿元）	3.8	4.5	5.7	6.6	6.5	7.6	10.2	12.5	11.7	12.1	14.6	15.8
购买人次（百万）	7.9	6.5	14.8	21.9	18.1	20.5	27.3	35.0	33.7	40.5	45.7	47.8
开团期数（千）	6.2	4.4	13.3	21.2	21.0	26.1	42.6	73.2	74.1	78.9	82.3	88.3

按平均折扣3.6折（即折扣率64%）计算，团购在2011年总共约为消费者节省196亿元生活开支。



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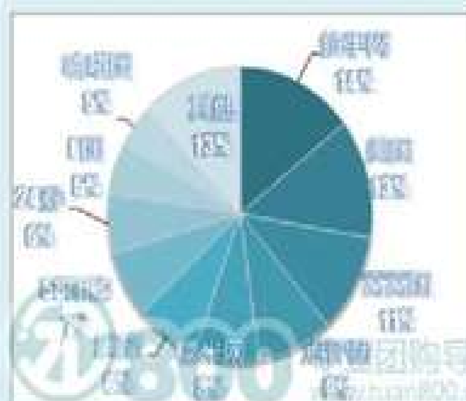
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2011年团购网站全年销售统计

以下结论根据团800（www.tuan800.com）每月《团购数据报告》得出，非团购网站官方发布，特此声明。

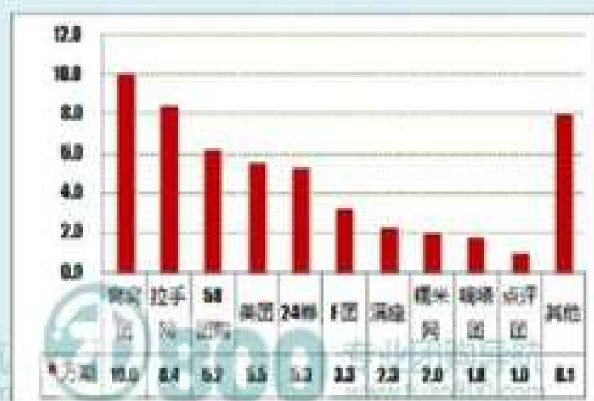
销售份额

团购网站全年总销售额占全国团购市场交易额的份额。



开团期数

团购网站2011年内上线的所有团购活动数量。



购买人次（销量）

团购网站全年总销量，仅指团800认为可信的销量。



均单利润（估算）

统一按10%佣金率计算，非官方数据，仅供参考。

		客单价
网站	全年销售额	公式=销售额÷购买人次
点评团	10.3亿元	47.7元
糯米网	8.0亿元	31.6元
满座	8.4亿元	32.3元
嘀嗒团	5.2亿元	36.9元
美团	14.5亿元	32.9元
拉手网	16.3亿元	33.8元
F团	6.2亿元	41.6元
58团购	1.2亿元	49元
24券	[illegible]	33.2元
窝窝团	12.1亿元	32.4元
	均单销量	均单利润
网站	公式=购买人次÷开团期数	公式=客单价×10%×均单销量
点评团	2140份	10207.8元
糯米网	1355份	4312.1元
满座	1110份	3611.1元
嘀嗒团	780份	2878.2元
美团	791份	2602.4元
拉手网	556份	1884.8元
F团	441份	1834.6元
58团购	293份	1435.7元
24券	406份	1347.9元
窝窝团	372份	1205.3元

注：以上不包括F团及其他网站在第三方平台产生的交易。

欢迎订阅团800团购数据报告：zixun.tuan800.com

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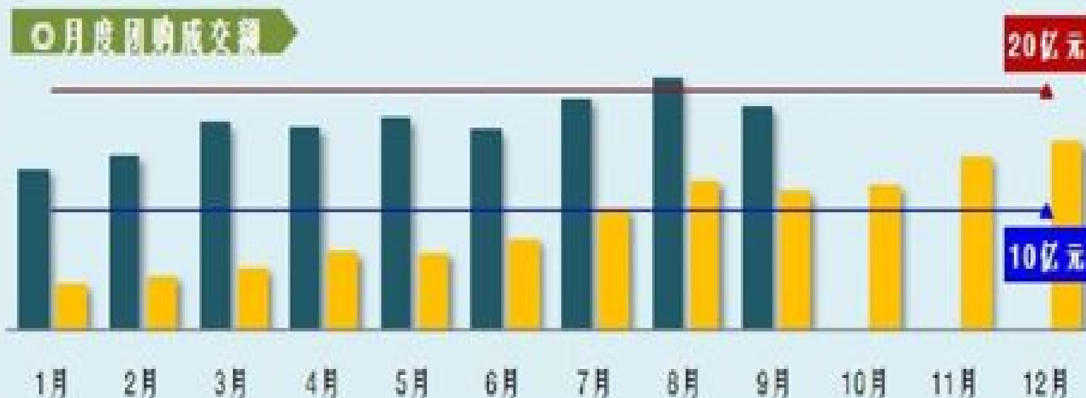
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国内团购月度数据同比及趋势观察

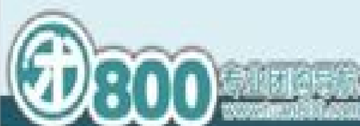
©2012年9月团购数据报告
数据来源：www.tuan800.com







■2012年 ■2011年



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第3章　被误读O2O

未来最大的变化，就是思维的变化。

——阿里巴巴集团马云

那些年，我们追的电商

京东CEO刘强东2011年对外宣称：京东还要“亏损好几年才能盈利”，2012年8月又在微博中表示[1]，一个电商企业在成长过程中，“不盈利比盈利好，因为挣钱的成本远比亏钱的成本高”，“这就叫作战略性亏损”。

2011年，作为最早一批涉足电商的商家，CEO们对着全国人民说的，多半就是这么一件事：“我还在亏损”，也就是所谓的“为了抢占市场而战略性亏损”。在电商大战的那一年，各家电商都处于亏损或微利状态，据统计，在80%以上的电商处于亏损状态，难以为继，在一大批电商倒闭的同时，也有一些电商开始寻求转型，成为现在所谓的电子商务的“转型之年”。

一般来说，中国的B2C电商可以说都是商业模式上的胜利，从本质上来说，大部分电商都是零售行业的一种延伸，它们依靠了用户的便利，把实体店的商品搬上互联网，从产品的“产地”直接送达到“用户”手中，省去了中间环节。

在“战略性亏损”的背后，实际上是很多中国B2C电商的真实成本构成：

首先是，销售成本。在大部分情况下，大概占20%～30%的比例。

其次是，物流配送成本，这个成本通常由配送商品的快递公司代收，包括仓储、配送、人员等，一般大概占10%左右。

再次，大约10%的营销推广费用。这是电商吸引新客户，维护老客户最主要的手段，包括各种广告、搜索引擎营销、网站联盟等，以及各种降价促销活动。

接下来，是“支付手续费用”，约3%。每笔交易都需要在线支付，因为电商需要依靠网上银行、第三方支付平台，或者货到付款，而这些第三方，如银行、支付宝、财付通、快钱等，都会收取一定比例的手续费，而这就变成了电商们的“成本”。

然后，是电商的客服中心，即Call Center的费用，用户下单、咨询、投诉、售后服务等都需要客服中心的支持，而对于电商来说，Call Center的客服人员的成本以及所需的硬件设施，大概占1%。

接下来是，系统维护费用。网站的开发与运营需要的技术成本Technology Cost，大概占营业额的4%。

同时，还包括电商的管理费用，包括人员工资等，约10%的费用比例。

最后，作为电商最主要的盈利模式之一，电商的“毛利与净利率”之间的差额，也就是所有的费用总和，大约10%的利润被吞噬。

如果说，这些“显性成本”已经足以让电商们疲于应付，那么还有一些其他的隐性成本，比如商品的退换货、丢失、损坏，以及库存积压等问题。

据统计，如果一个电商的年销售额可以达到一定的规模，例如200亿元人民币，那么它可能获得的净利润，大概只有2%的比例。

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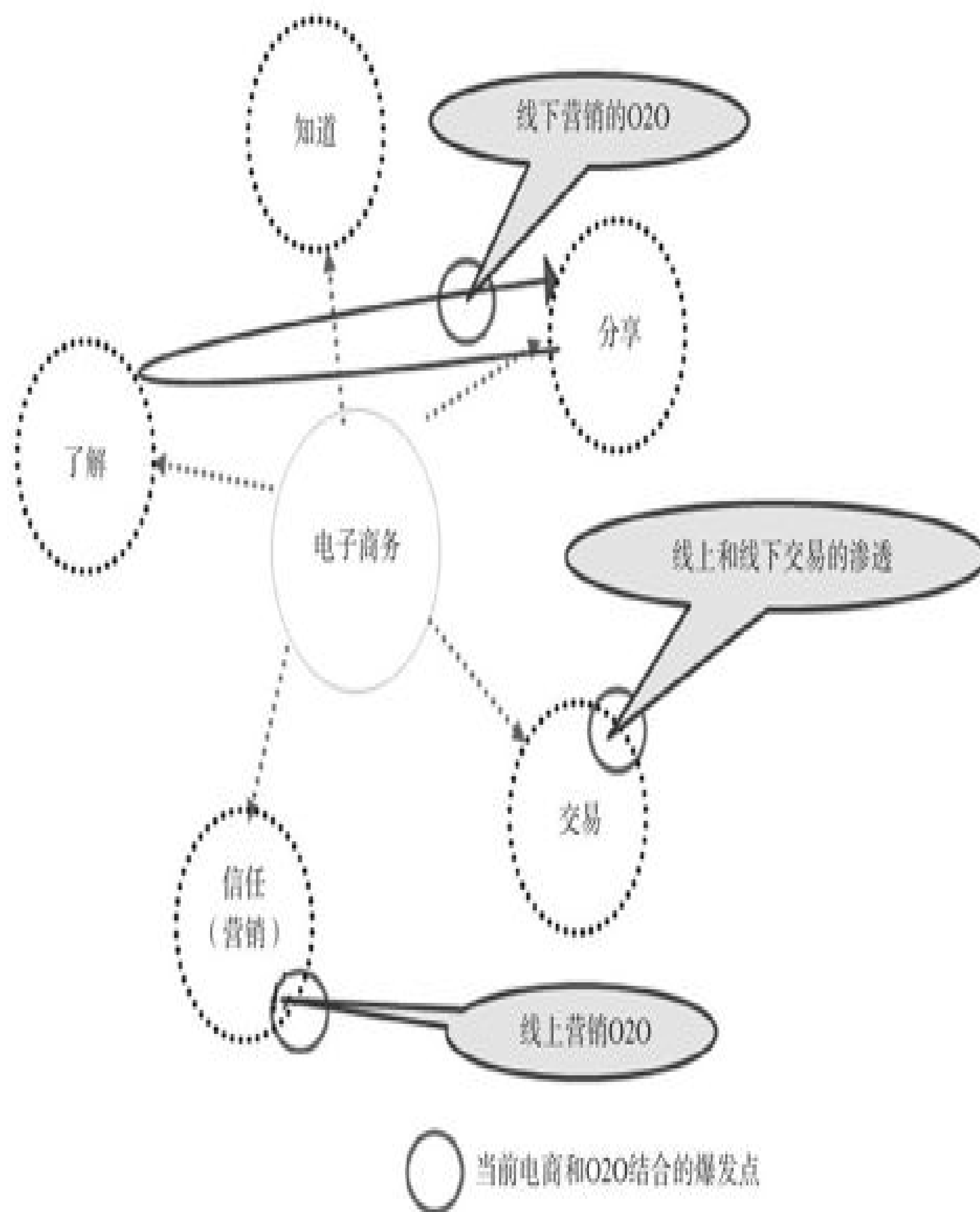
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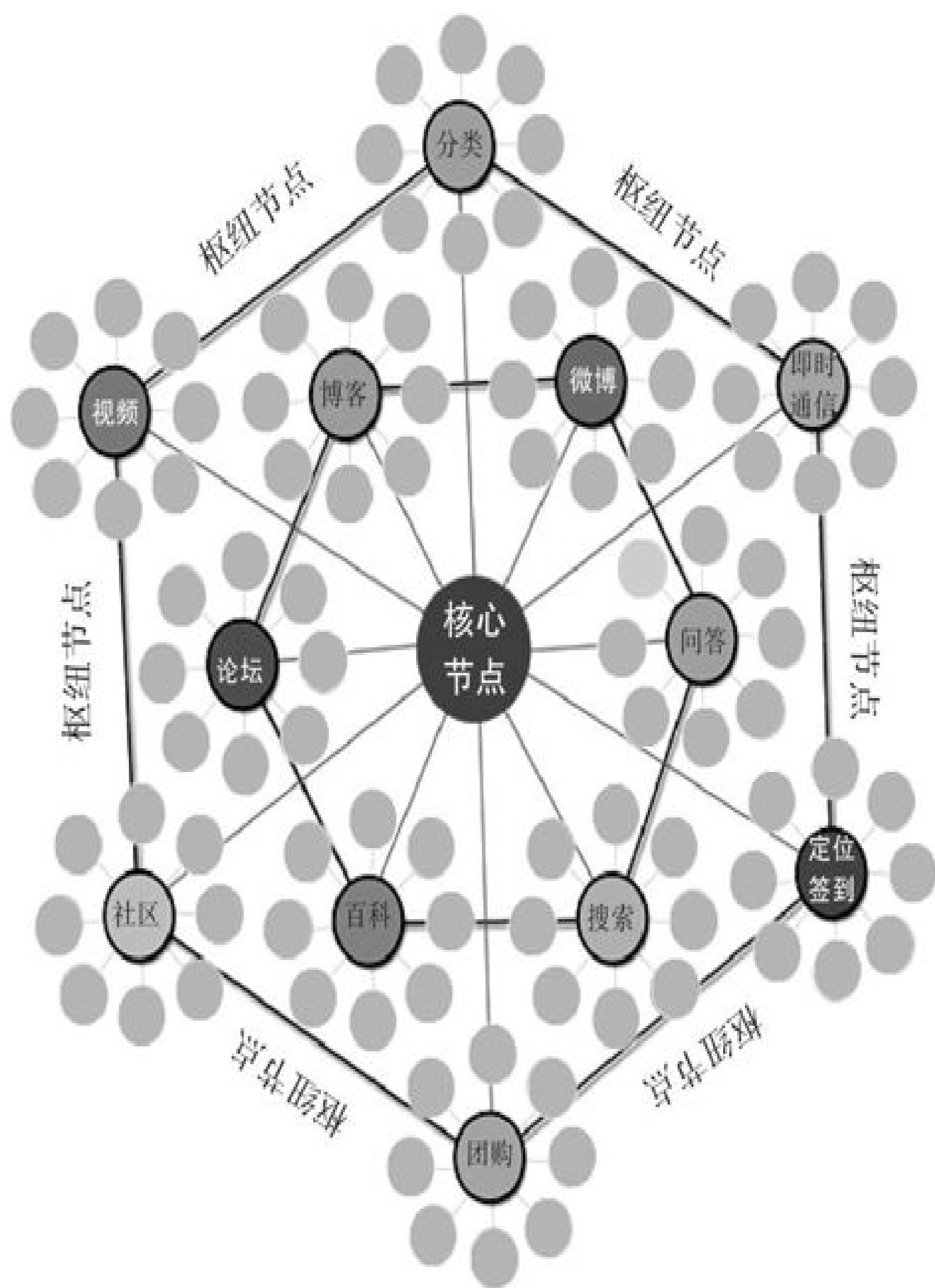
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[6600233251218138]恭喜您已成功获赠"[雪碧]麦乐酷饮料一杯"！即日起至9月22日，携此彩信至麦当劳餐厅验证后即可领取品尝。全国共赠200万杯，先到先得，送完即止！同一手机号码仅限申请使用一次。此彩信内容和随后的短信内容一样，只限使用其中1条兑换。

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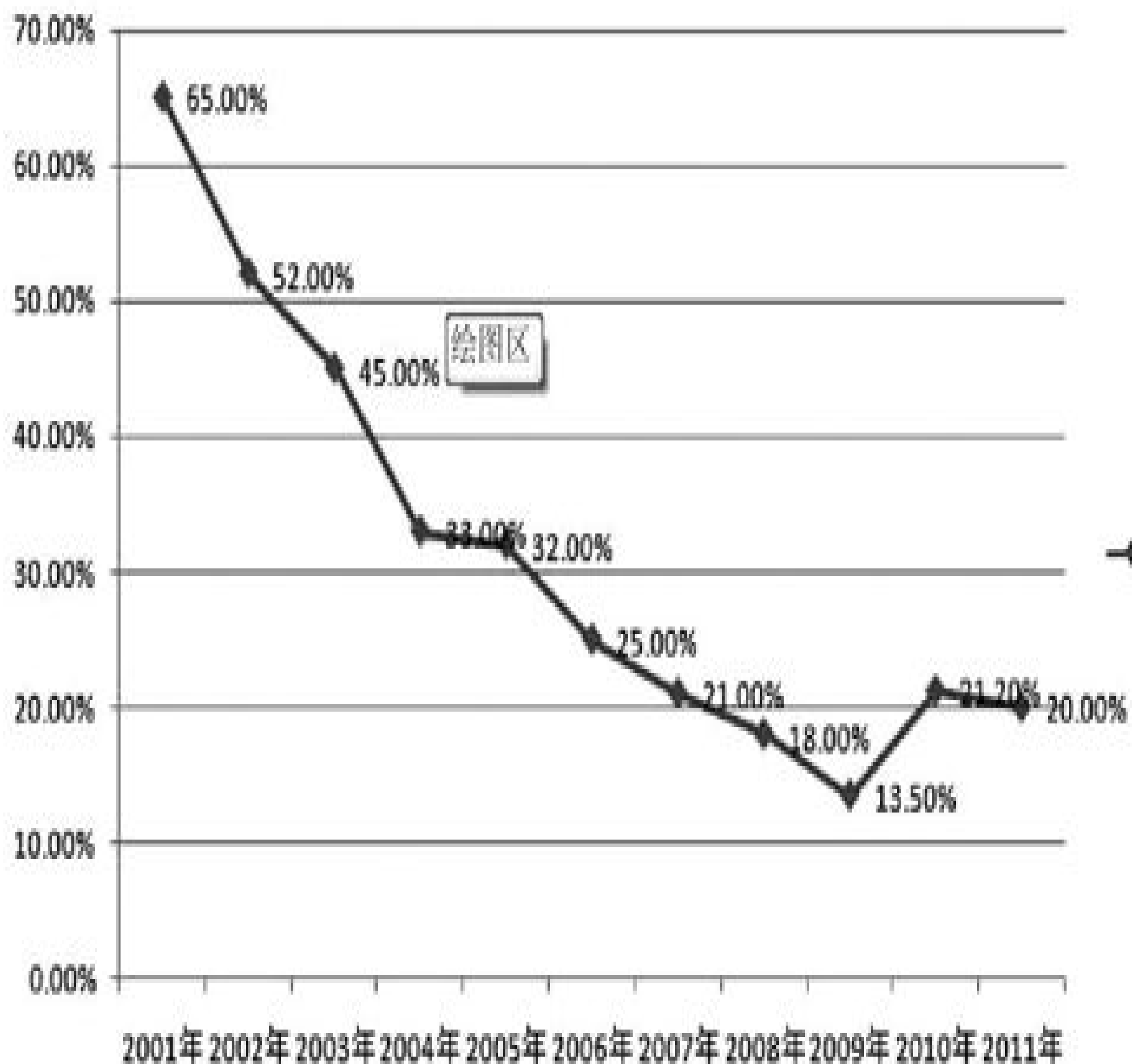
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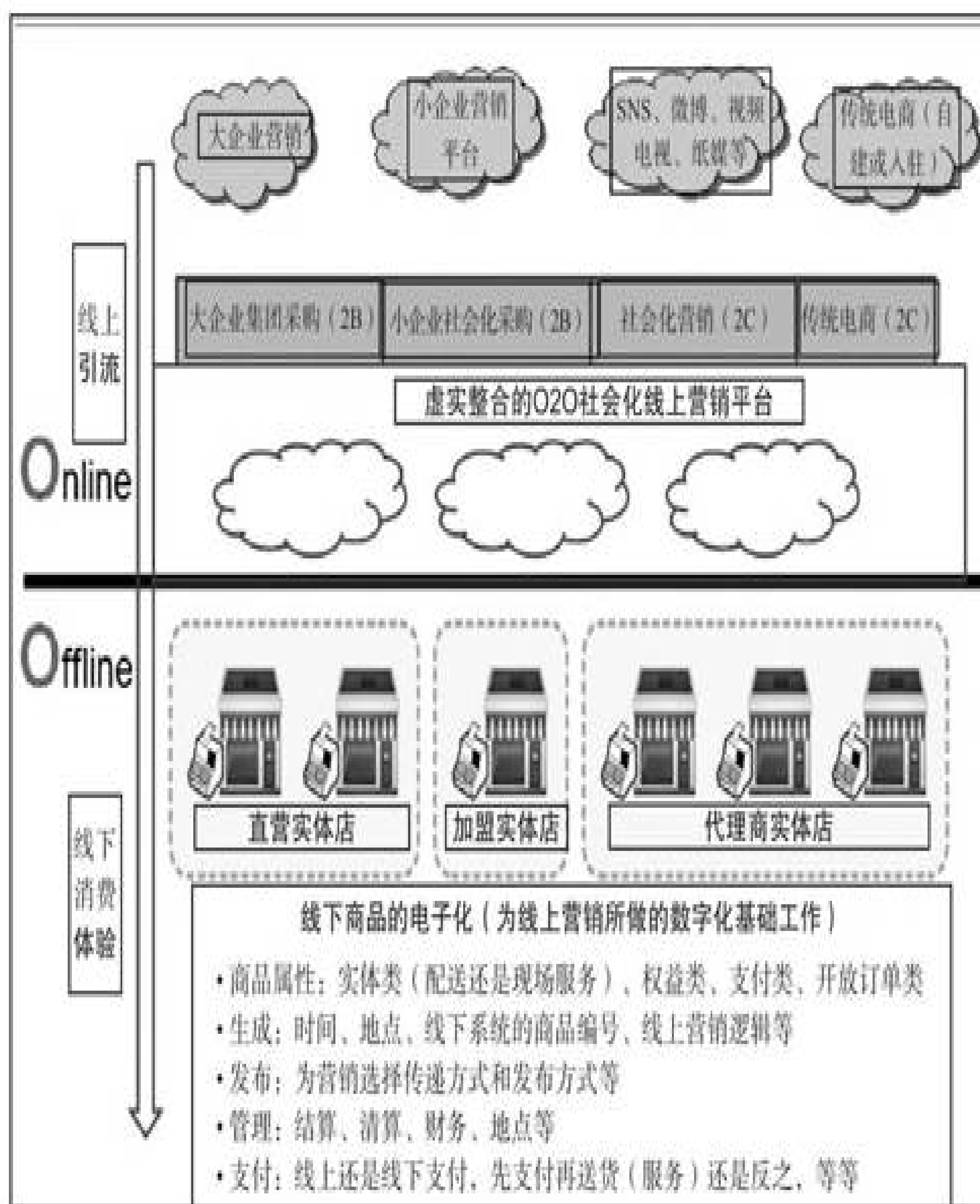
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46%
42%
FM
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很多网购者会在购物的同时做另外一件事情。46%的受访者表示他们边看电视边网购，42%的受访者边听音乐边网购，21%边听广播边网购，29%边与家人或朋友聊天边网购，31%边使用社交网络边网购。可见，零售商需要努力吸引消费者的注意力。

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楼面管理
营销策划
服务管理
百货系列
财务管理
人资管理
战略管理
集采-客户回馈
小额付费
集采-积分兑换
O2O应用
品牌营销
集采-实物营销
新品试用
礼品市场
新市场
新渠道
新支付
生鲜管理
营销企划
品类管理
节能减排
采购管理
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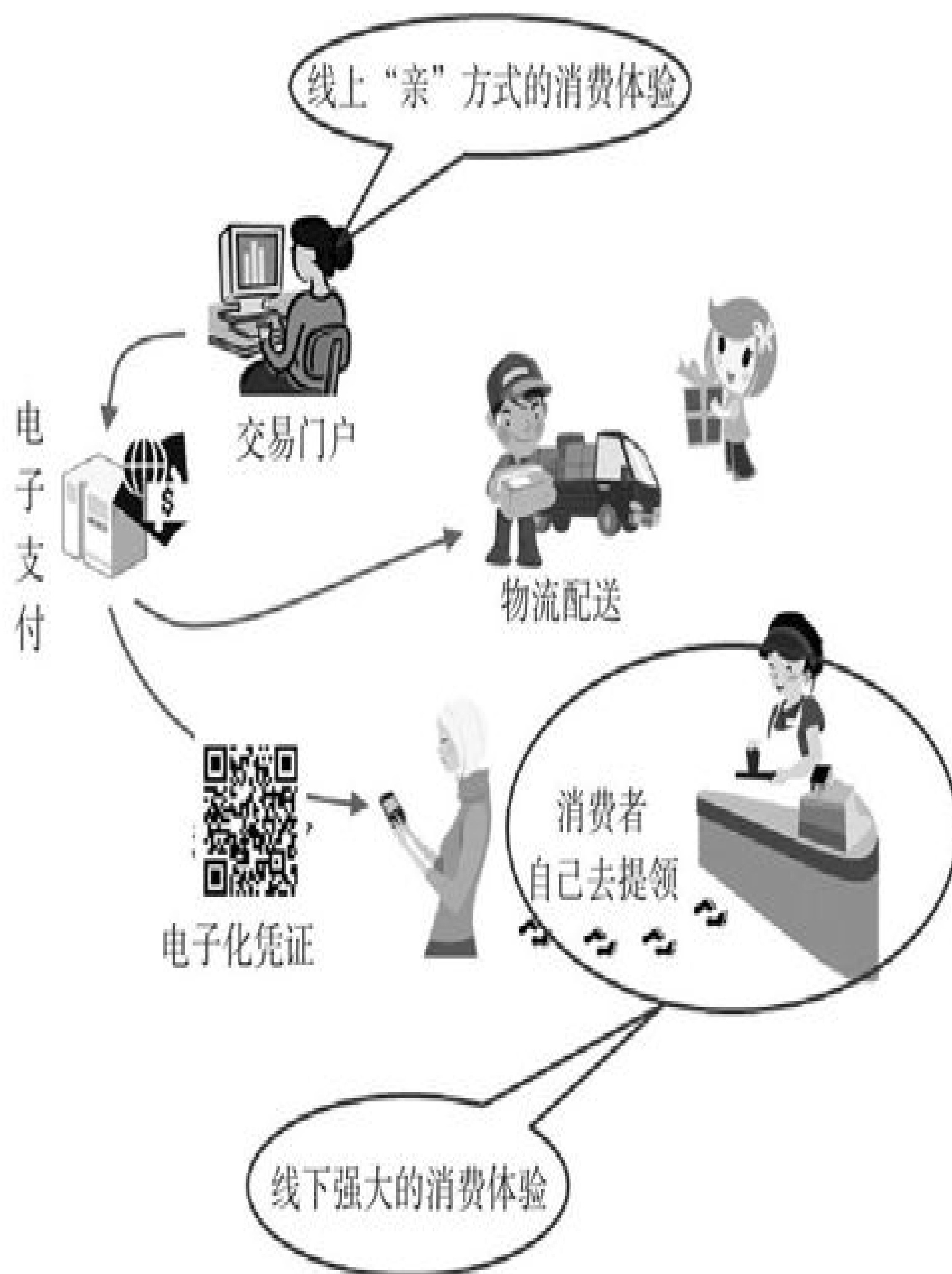
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三十万门票大赠送
春节十大系列群众拜题
北京请您来过年
双重好礼给全国人民拜年喽！
新春好礼第一重，三十万门票大赠送
今日中奖信息
抢票流程
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[illegible]O2O[illegible]30[illegible]16.02%[illegible]4[illegible]50[illegible]

[illegible]2010[illegible]2[illegible]3[illegible]12[illegible]3[illegible]1[illegible]48[illegible]2010[illegible]2[illegible]14[illegible]3[illegible]15[illegible]

[illegible]12301[illegible]66[illegible]


今日至2月12日
欲游京城者
登录市旅游局
网站
填写个人信息
参与免费
门票抽取
选择景区
每天产生
3万中奖者
公示获奖者
公示后48小时内通
过短信和彩信
发送电子票
电子票中奖者或
受赠者
2月14日~2月15日
到景点
兑换门票
二维码短信或彩信
电子票只能用一次
可转发赠与他人
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的对象
·购票要点
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NFC[illegible]

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2011□□□□□LG□HTC□□□□□RIM□□□□□□40□□NFC□□□□□□□□□□□□□□□Lumia 610□□□NFC□□□□□□□□□□□□□□□□NFC□□□□□□□□□□□□□Berg Insight□□□□□□□□2012□NFC□□□□□□□2011□□3000□□□□□1□□□□2016□□□□NFC□□□□□□7□□□

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支付前商品

无第三方支付牌照的结算公司A1

5. 商户从A1公司的预付金额中扣掉实际验证金额

2. 用该商户的电子代金券做B公司的集采业务（如某商户50元代金券）

6. A1和B1就该业务定期结算

1. A1公司打给商户一笔钱，作为定义O2O金额类商品的预付金额

B公司（大业务商）

商户

4. B公司的个人用户到该商户用O2O电子凭证享受金额类商品

3. B公司面向其用户C的营销回馈业务选择了该商户的代金券，把O2O电子凭证给用户C

B公司的个人用户C

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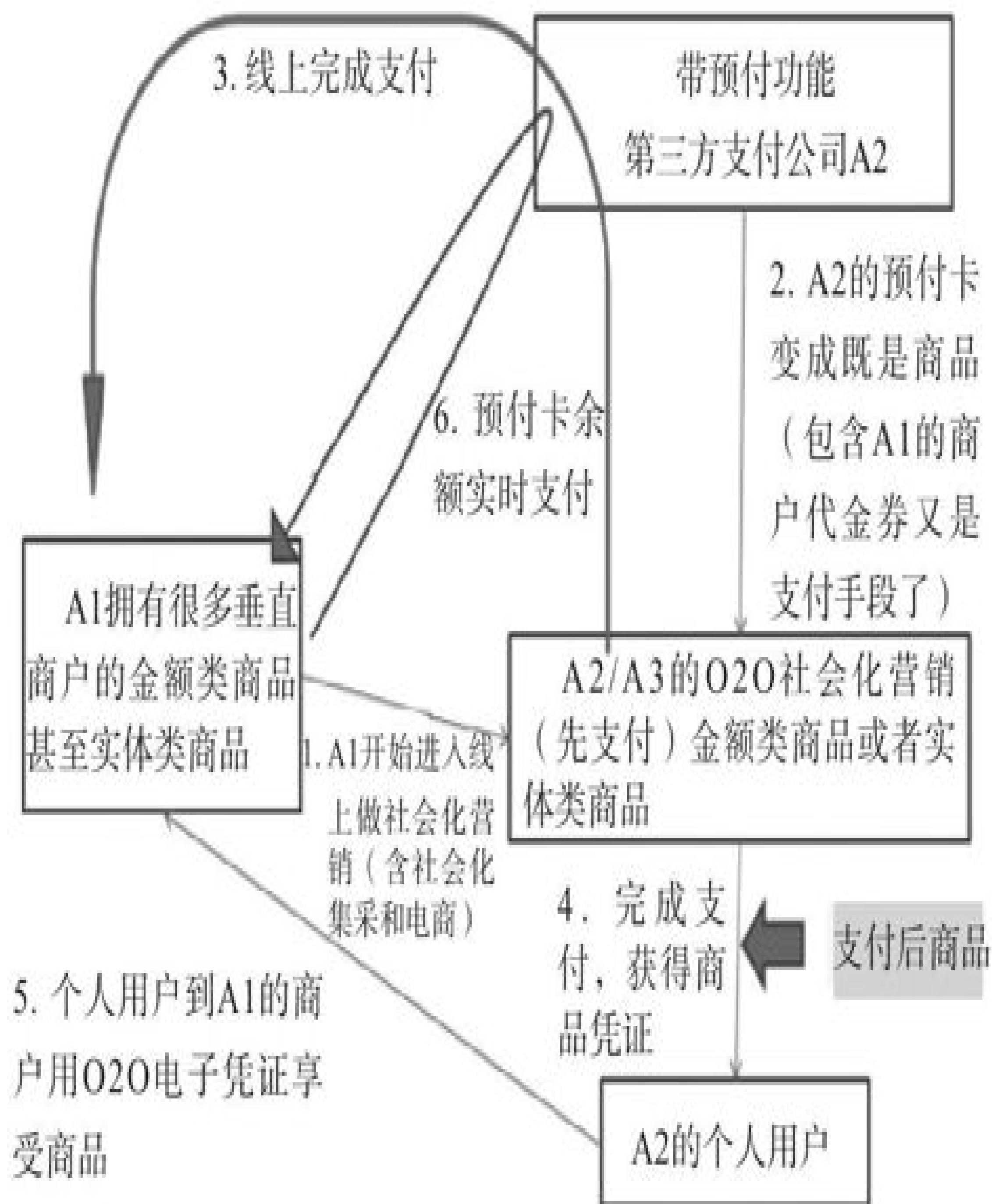
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带预付功能
第三方支付公司A2
3. 线上完成支付
2. A2的预付卡变成既是商品（包含A1的商户代金券又是支付手段了）
6. 预付卡余额实时支付
A1拥有很多垂直商户的金额类商品甚至实体类商品
1. A1开始进入线上做社会化营销（含社会化集采和电商）
A2/A3的O2O社会化营销（先支付）金额类商品或者实体类商品
4. 完成支付，获得商品凭证
支付后商品
5. 个人用户到A1的商户用O2O电子凭证享受商品
A2的个人用户

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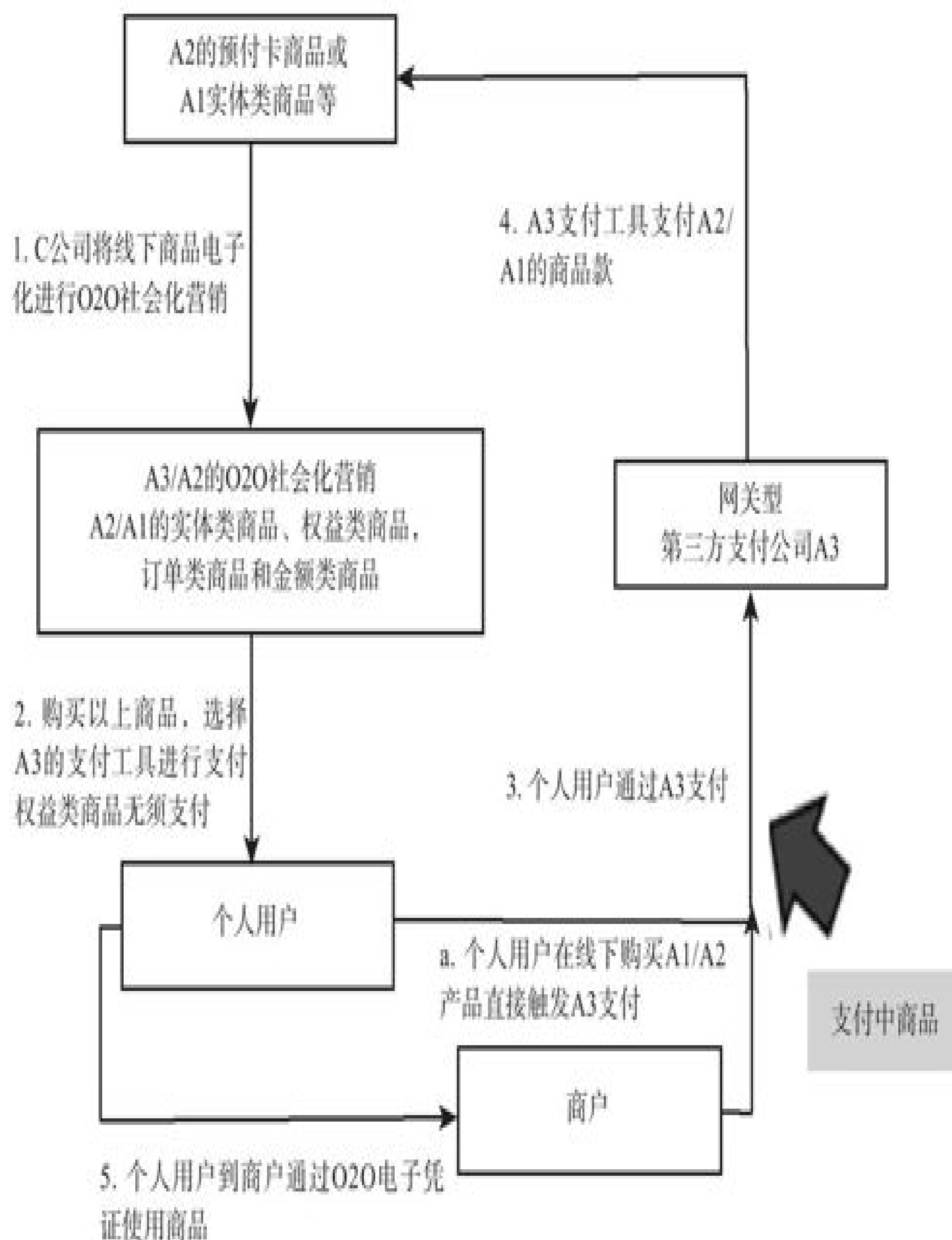
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A2的预付卡商品或
A1实体类商品等
1. C公司将线下商品电子
化进行O2O社会化营销
4. A3支付工具支付A2/
A1的商品款
A3/A2的O2O社会化营销
A2/A1的实体类商品、权益类商品，
订单类商品和金额类商品
网关型
第三方支付公司A3
2. 购买以上商品，选择
A3的支付工具进行支付
权益类商品无须支付
3. 个人用户通过A3支付
个人用户
a. 个人用户在线下购买A1/A2
产品直接触发A3支付
支付中商品
商户
5. 个人用户到商户通过O2O电子凭
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部门	描述	主要关注问题（KPI）
信用卡部	信用卡产品的开发、营销	发卡、睡眠卡激活、增加卡消费
银行卡部	借记卡推广	发卡、促卡消费
个金部	个人业务（储蓄、贷款、理财产品）	吸纳存款、拓展理财产品
电子银行部	电子银行业务的推广、营销	开辟电子渠道，通过电子商城扩展业务

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应用分类	业务名称	备注
开卡送	开信用卡送礼品	送生活服务类商品
消费送	刷卡消费总额超过 ** 元送	送生活服务类商品
睡眠卡激活	多长时间未使用的卡消费送	送生活服务类商品
积分兑换	信用卡积分兑换	兑换生活服务类商品
储蓄送	很多银行摊人头拉存款，为拉客户经常会送各类礼品	送生活服务类商品
理财产品送	买理财产品送	送生活服务类商品
电子银行	开电子银行账户送	送生活服务类商品
电子商城	积分兑换、网上购物	卖生活服务类商品

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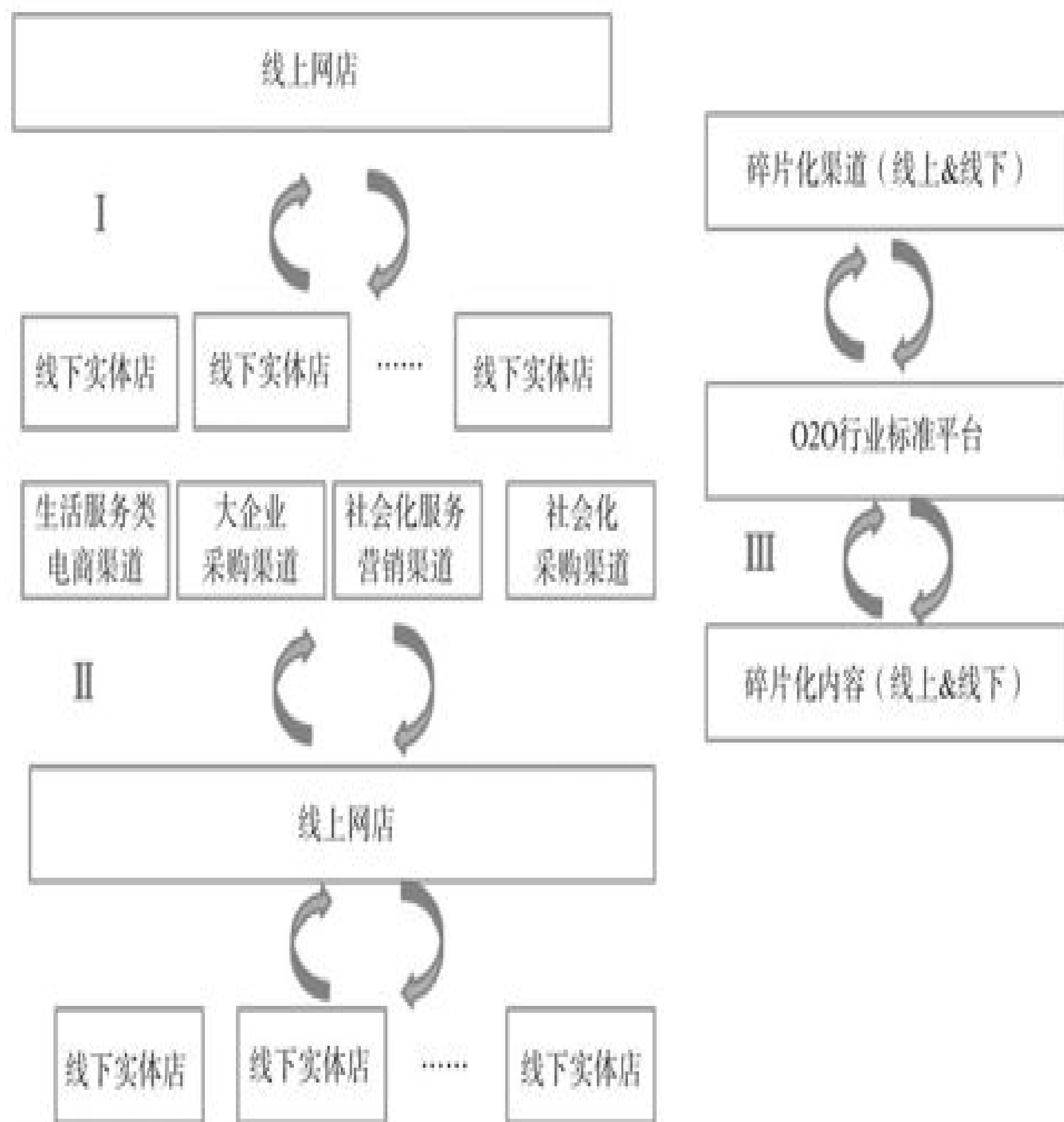
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事件	互惠	承诺与一致性	社会认同	喜好	权威	短缺
东百为VIP用户提供专享闭馆营业服务			以东百的商业品牌和移动VIP用户建立认同		运用权威媒体宣传	
东百送100元抵用券		100元抵用券试用				
移动提供积分兑换东百物品	移动对VIP用户快递兑换积分上存在互惠					该活动对移动的积分兑换应用本身有短缺性
移动对VIP用户的品牌宣传			深度的VIP客户品牌推广并影响其他同类品牌的商家	有亲和力并与VIP用户建立一种品牌喜好		

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KISS

[illegible]Kiss[illegible]Keep it simple, stupid[illegible]

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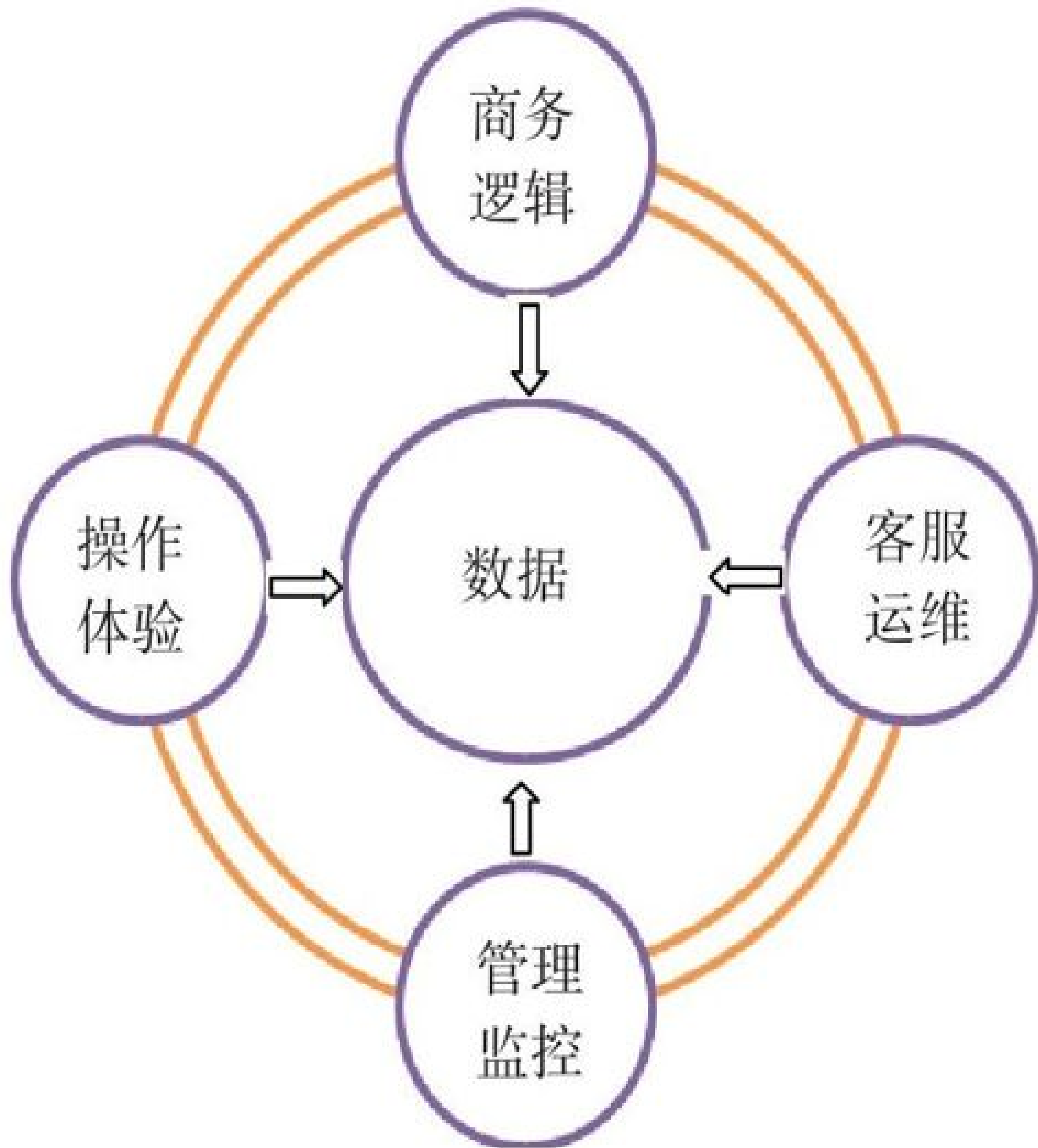
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6[illegible]O2O[illegible]LBS[illegible]O2O[illegible]

7[illegible]O2O[illegible]O2O[illegible]

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9[illegible]O2O[illegible]

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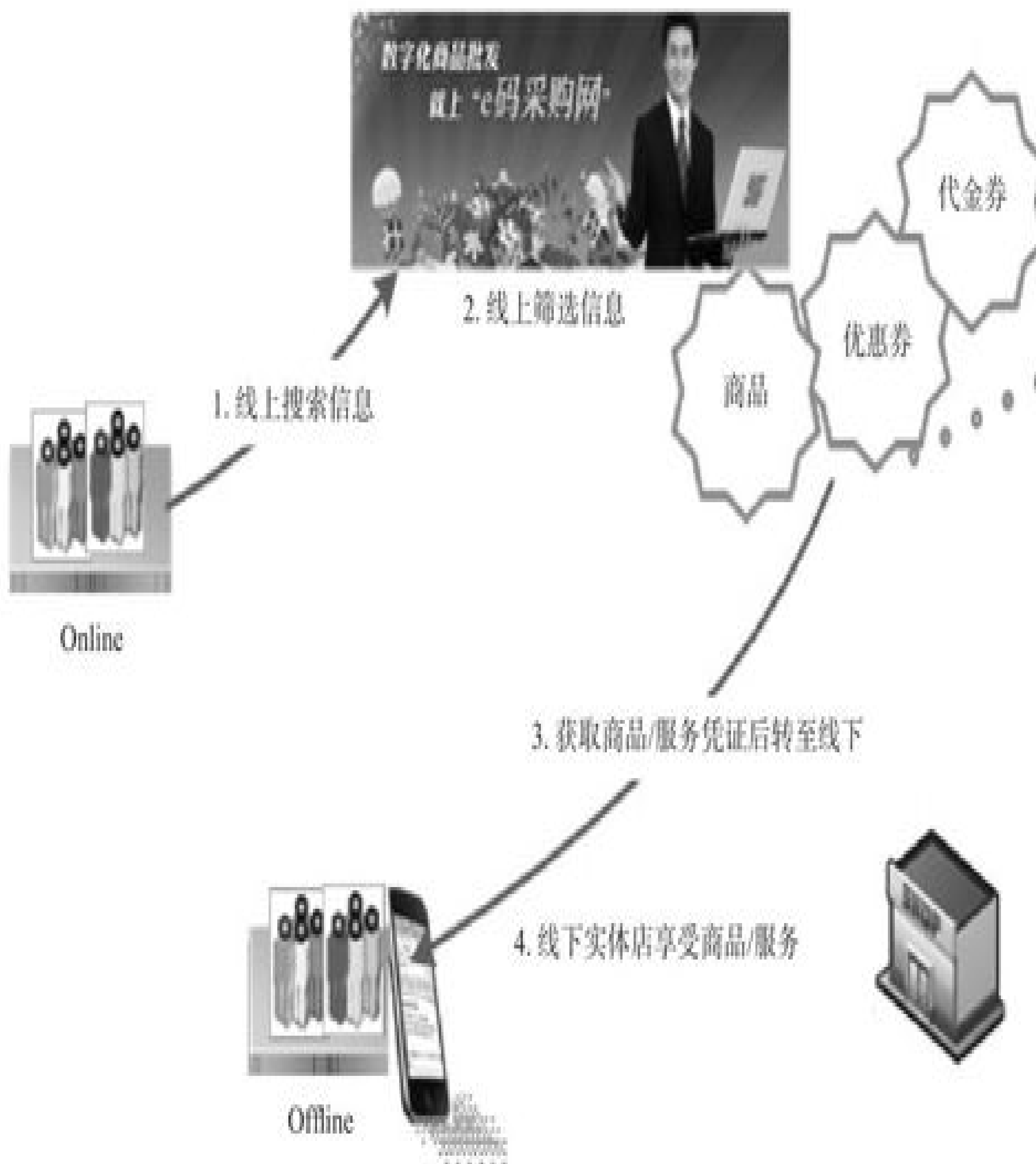
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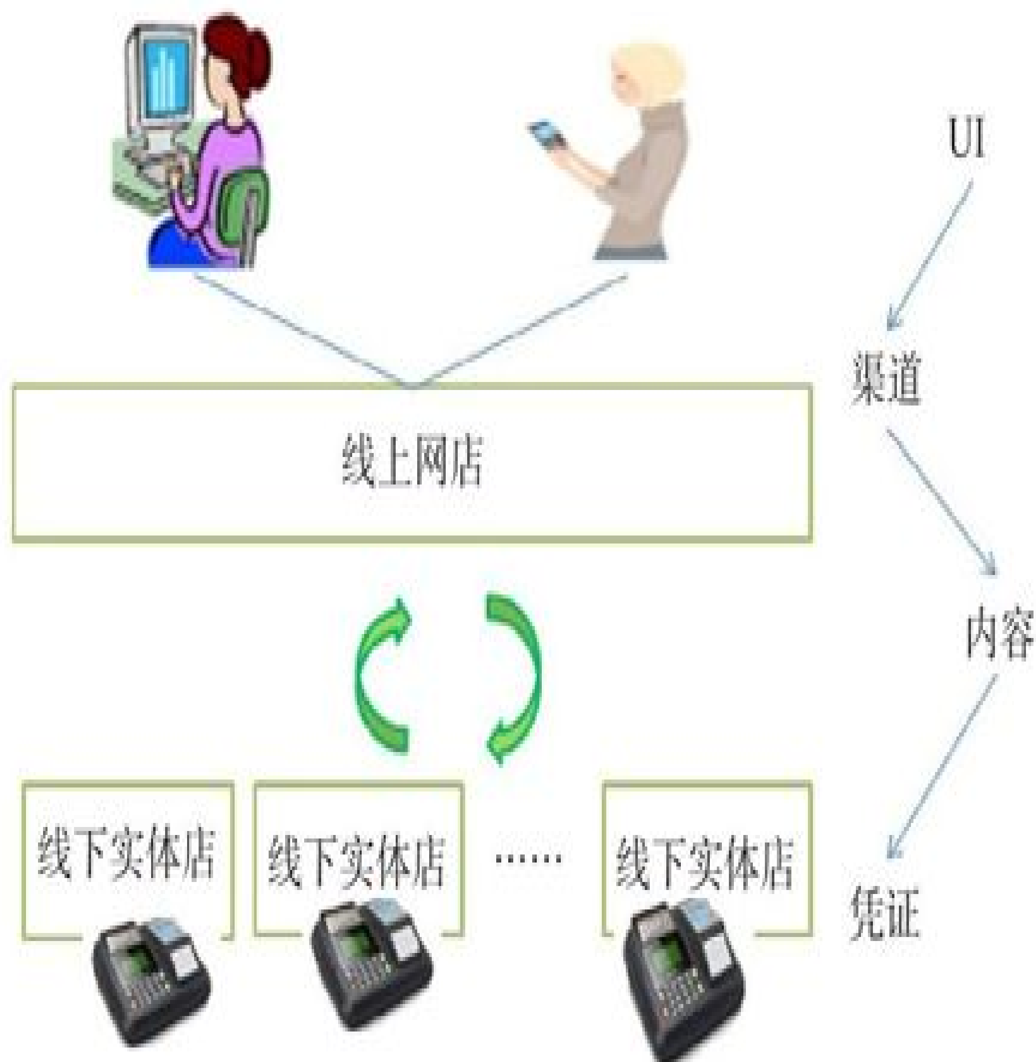
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如何购买和传送心意密码？

1. 选择商品，点击进入产品页面
2. 请确认接收人所在地是否有麦当劳餐厅，如果有的话，请点击以下页面

   选择购买数量
3. 输入相关信息
4. 确认购买信息，付款
5. 您的好友会收到带有二维码的彩信或短信样本如下：
6. 凭彩信或短信，TA可以前往中国任何一家麦当劳餐厅，成功验证后领取。

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6[illegible]CRM[illegible]

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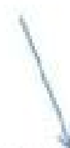
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碎片化渠道（线上&线下）



渠道





大数据

O2O电商平台



内容





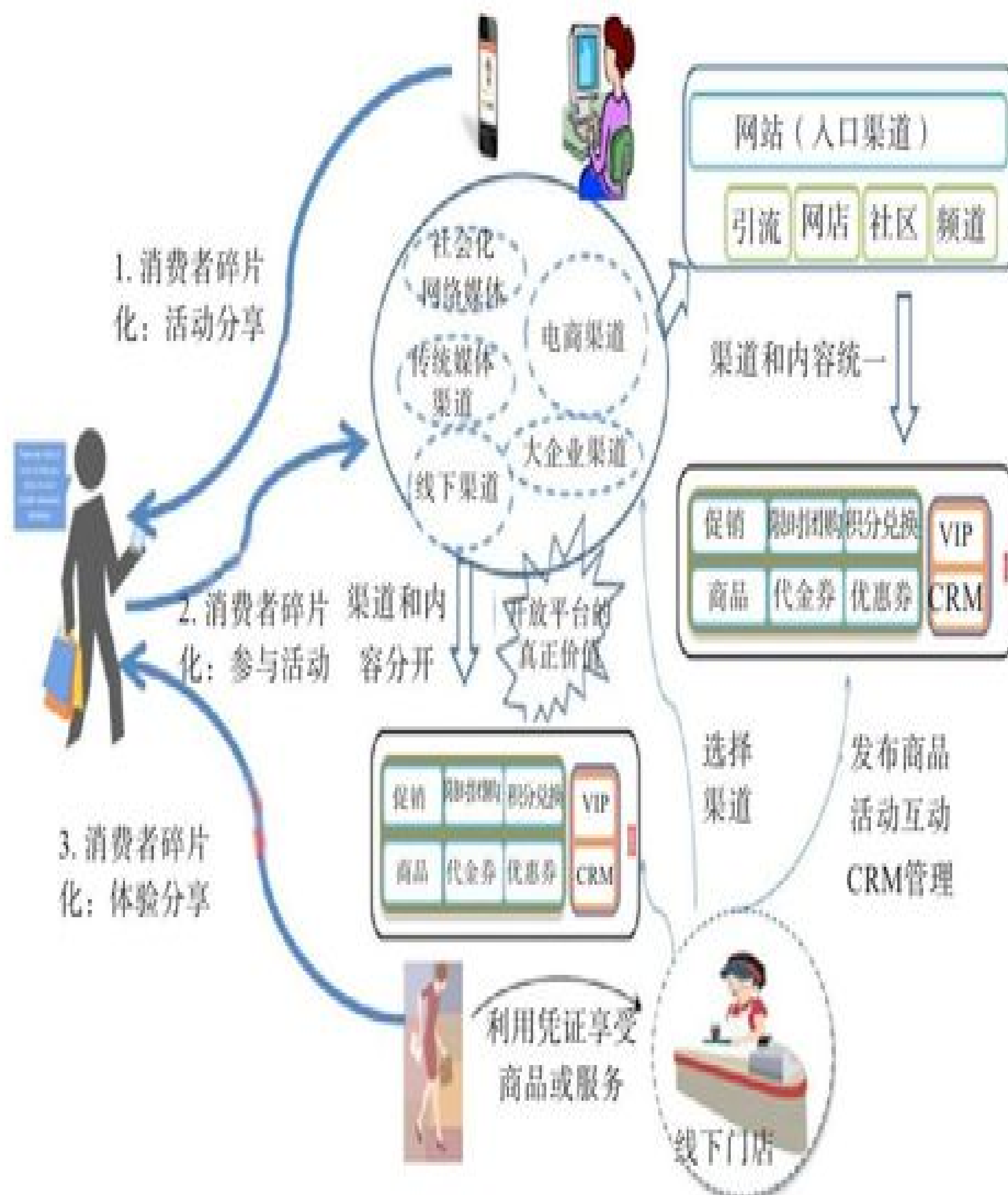
碎片化内容（线上&线下）

凭证

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5[illegible]A[illegible]

6[illegible]A[illegible]

[illegible]SICAS[illegible]O2O[illegible]

消费者行为	线上	线下
社会化渠道精准营销	✓	✓
商品实物体验		✓
商品（活动）信息描述	✓	✓
商品排列场景	✓	✓
商品交易场景	✓	✓
商品交付场景	✓	✓
评价分享	✓	

[illegible]

[illegible]CRM[illegible]O2O[illegible]CRM[illegible]O2O[illegible]

[illegible]RFM[illegible]

[illegible]CRM[illegible]RFM[illegible]RFM[illegible]

RFM [illegible]

[illegible] CRM [illegible] RFM [illegible]
RFM [illegible] O2O [illegible]
[illegible] RFM [illegible] KTV [illegible]
RFM [illegible]

1 [illegible] Recency [illegible]

2 [illegible] Frequency [illegible]

3 [illegible] Monetary [illegible] “[illegible]
[illegible]” [illegible] Pareto's Law [illegible] —— [illegible] 80% [illegible] 20% [illegible]

R	F	M	客户类别	营销策略
↑	↑	↑	重点保持	客户关怀，商品预留
↑	↓	↑	增加频次	吸引来店
↓	↑	↑	流失预警	会员升级，积分兑换
↓	↓	↑	重要挽留	特别奖券
↑	↑	↓	提升金额	交叉销售，向上销售
↑	↓	↓	一般发展	吸引来店，新品推荐
↓	↑	↓	一般保持	新品推荐，商品预留
↓	↓	↓	流失	持续沟通，赢回

[illegible]RFM[illegible]

[illegible]RFM[illegible]O2O[illegible]

[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]

[1]4C[illegible]1990[illegible]Consumer[illegible]Cost[illegible]Convenience[illegible]Communication[illegible]

[2]SEO[illegible]Search Engine Optimization[illegible]SEM[illegible]Search Engine Marketing[illegible]

[illegible]3[illegible] O2O[illegible]

[illegible]

——[illegible]2007[illegible]

[illegible]O2O[illegible]

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·[illegible]A[illegible]30[illegible]

[illegible]O2O[illegible]O2O[illegible]O2O[illegible]

[illegible]

[illegible]

O2O[illegible]
[illegible]O2O[illegible]

·[illegible]O2O[illegible]

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·[illegible]ERP[illegible]

[illegible]O2O[illegible]O2O[illegible]

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O2O[illegible]

[illegible]4A[illegible]O2O[illegible]

[illegible]

[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]4[illegible]

·[illegible]O2O[illegible]

·[illegible]O2O[illegible]

·[illegible]O2O[illegible]

·[illegible]O2O[illegible]

[illegible]O2O[illegible]O2O[illegible]ERP[illegible]C2C[illegible]B2C[illegible]ERP[illegible]O2O[illegible]ERP[illegible]O2O[illegible]

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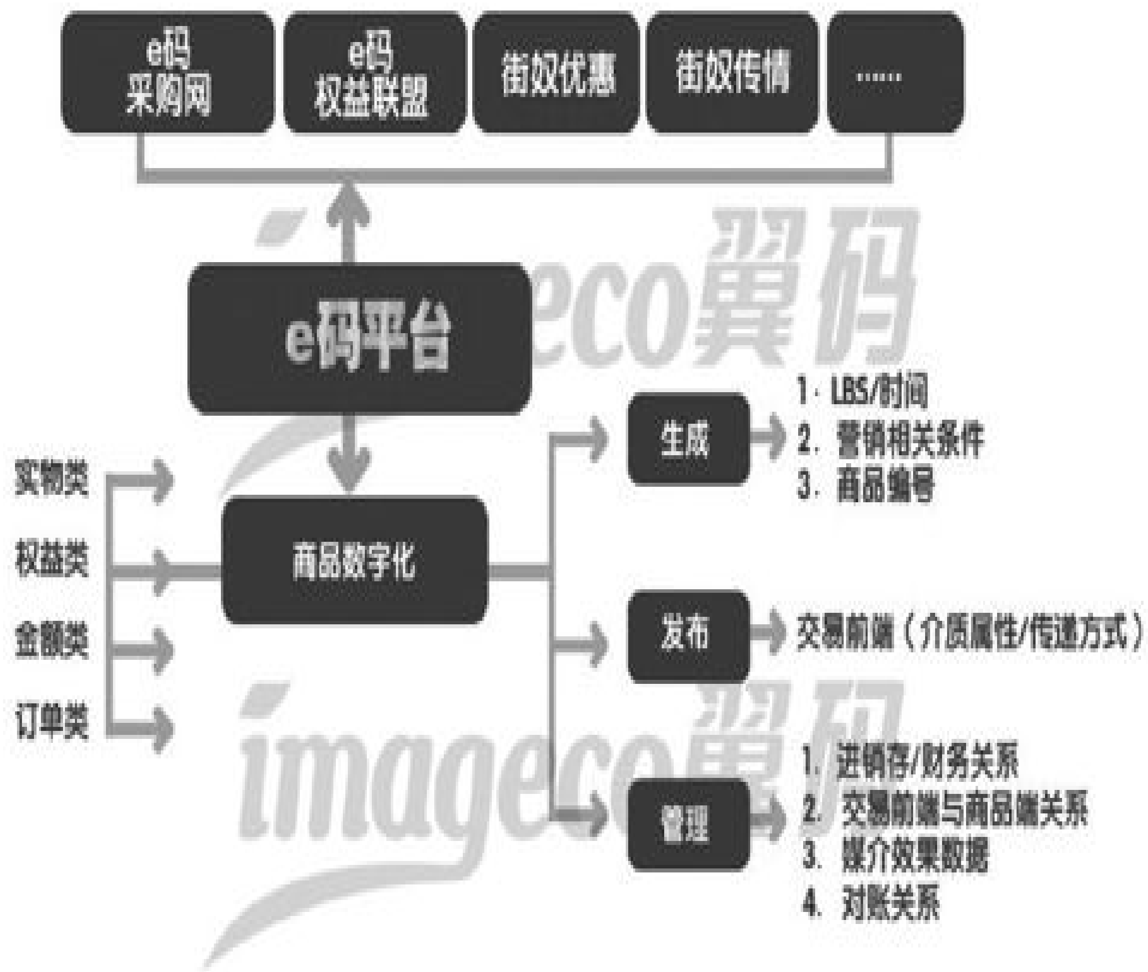
[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O

[illegible]
[illegible]ERP[illegible]ERP[illegible]
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[illegible]O2O[illegible]

[illegible]O2O[illegible]O2O[illegible]LBS/[illegible]/[illegible]O2O[illegible]e[illegible]e[illegible]



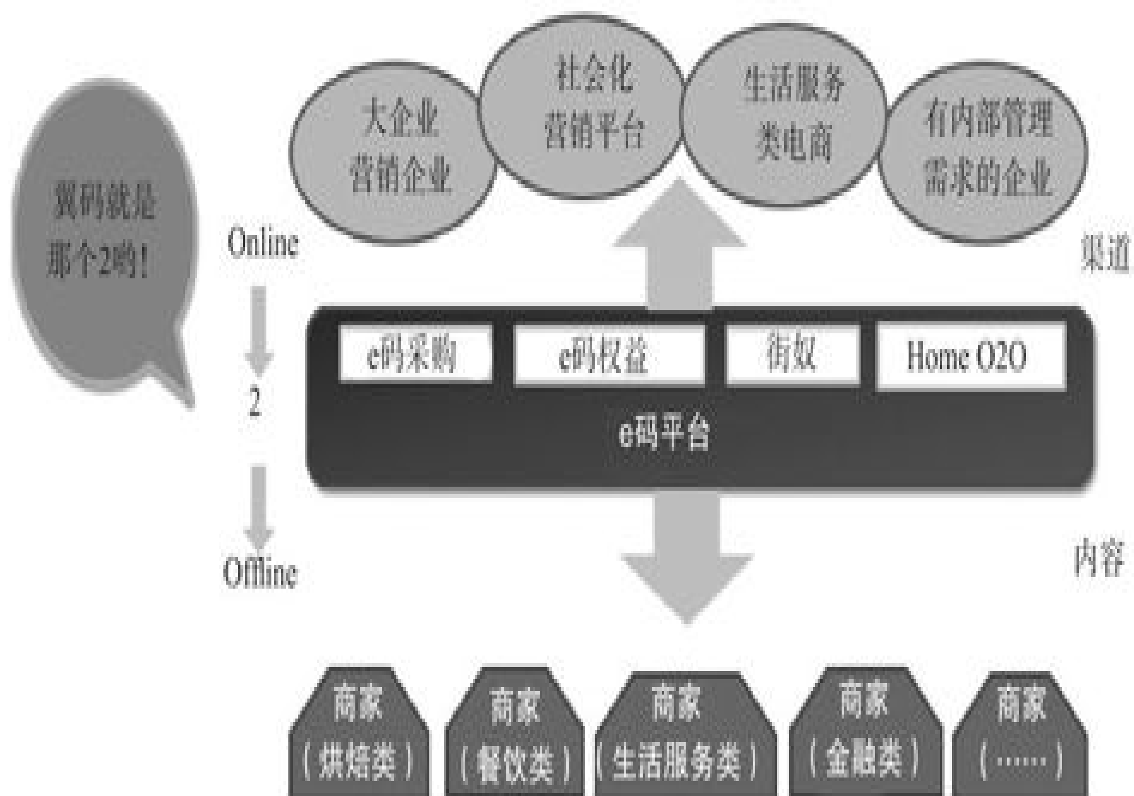
[illegible]O2O[illegible]

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[illegible]1[illegible]QQ[illegible]ERP[illegible]

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[illegible]O2O[illegible]“2”

[illegible]O2O[illegible]RFID[illegible]

[illegible]O2O[illegible]O2O[illegible]O2O[illegible]“2”[illegible]

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[illegible]10[illegible] [illegible]O2O[illegible]

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[illegible]2[illegible] O2O[illegible]

[illegible]3[illegible] O2O[illegible]

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2012[illegible]9[illegible]13[illegible]iPhone 5[illegible]“[illegible]”[illegible]iPhone[illegible]iPhone 10[illegible]iPhone 20[illegible]iPhone 101[illegible]24[illegible]iPhone 5[illegible]200[illegible]10[illegible]iPhone4S[illegible]100[illegible]

2012[illegible]9[illegible]18[illegible]2[illegible]CEO[illegible]“[illegible]2[illegible]”[illegible]2012[illegible]9[illegible]11[illegible]“O2O[illegible]”[illegible]QQ[illegible]

[illegible]2012[illegible]9[illegible]iPhone 5[illegible]

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[illegible]DNA[illegible]DNA[illegible]

[illegible]3M[1][illegible]DNA[illegible]DNA[illegible]DNA[illegible]

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2[illegible]

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[illegible]O2O[illegible]

[1]3M[illegible]Minnesota Mining and Manufacturing Corporation[illegible]1902[illegible]

O2O[illegible]

[illegible]20[illegible]IT[illegible]

[illegible]21[illegible]O2O[illegible]O2O[illegible]3[illegible]

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[illegible]10[illegible]“[illegible]”[illegible]……

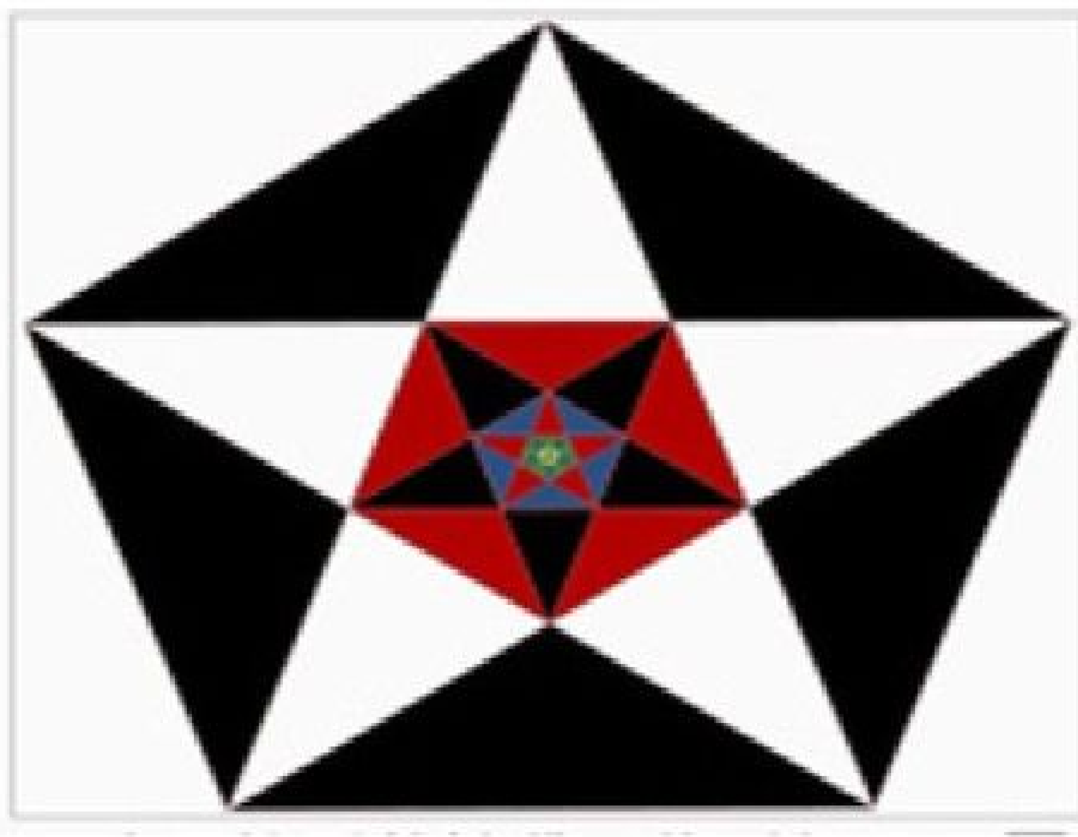
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[illegible]Kaizen[illegible]

Kaizen[illegible]“[illegible]”[illegible]TWI[illegible]Training Within Industries[illegible]MT[illegible]Management Training[illegible]TWI[illegible]20[illegible]40[illegible]TWI[illegible]TWI[illegible]

TWI[illegible]

1[illegible]JIT[illegible]Job Instructional Training[illegible]

2[illegible]JMT[illegible]Job Methods Training[illegible]

3[illegible]JRT[illegible]Job Relations Training[illegible]

[illegible]TWI[illegible]

MT[illegible]50[illegible]1994[illegible]300[illegible]MT[illegible]MT[illegible]

MT[illegible]

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3[illegible]“[illegible]-[illegible]-[illegible]”[illegible]

[illegible]TWI[illegible]MT[illegible]Total Quality Management, TQM[illegible]Just In Time, JIT[illegible]Kaizen[illegible]

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	创新	改善
效果	短期爆发	长期演进
时间	需要开发时间	立即响应
变化	急激爆发的	缓慢阶梯式
参加	部门（主要是产品团队）	企业全员
行动	个人主义及个人想法	团队主义及系统行动
方式	推到 & 重构	维持及改善
好处	高度成长经济功能	低成长经济功能

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[illegible] Kaizen [illegible]

高层领导 创新

中层领导 改善

领导基层 维持

作业人员

Kaizen[illegible]

Kaizen[illegible]1:7[illegible]3:5[illegible]1:4:3[illegible]3:4:1[illegible]

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[illegible]Kaizen[illegible]O2O[illegible]O2O[illegible]“[illegible]iterative[illegible]”[illegible]

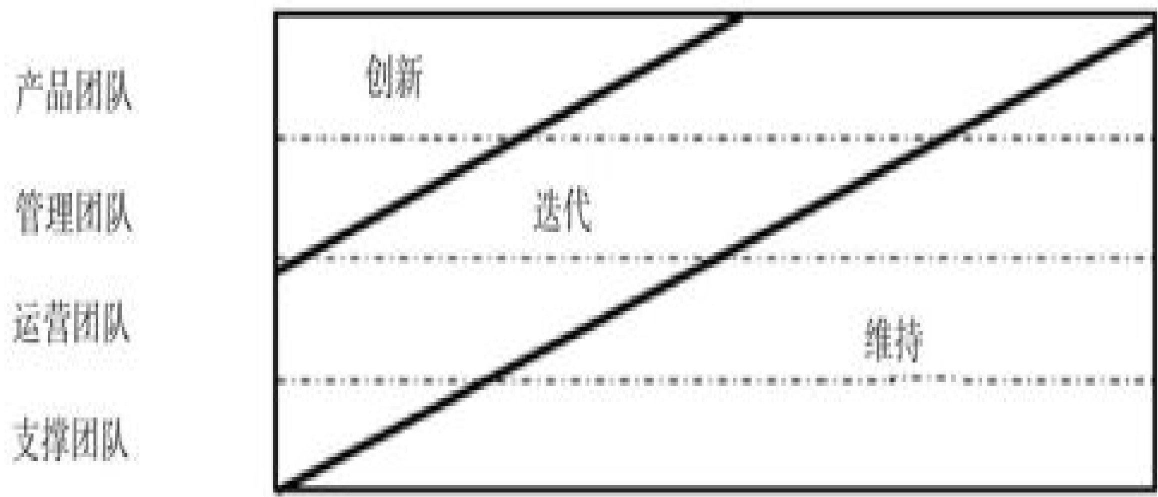
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·□□□□□□□□□□1□□□□7□□□□

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创新4

迭代12

产品团队 3 4 1

管理团队 1 4 3

运营团队 3 5

支撑团队 1 7

维持16

O2O[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]1[illegible]3[illegible]4[illegible]4[illegible]3[illegible]1[illegible]7[illegible]5[illegible]3[illegible]1[illegible]

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O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]O2O[illegible]“[illegible]”[illegible]

[illegible]3[illegible] O2O[illegible]

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PDCA[illegible]SDCA[illegible]

[illegible]1900[illegible]1993[illegible]“[illegible]”[illegible]“[illegible]”

1950[illegible]20[illegible]80[illegible]·[illegible]Donald Peterson[illegible]Pinto[illegible][1][illegible]·[illegible]

[illegible]98%[illegible]20[illegible]80[illegible]

[illegible]

[illegible]·[illegible]John O.Whitney[illegible]

[illegible]PDCA[illegible]PDCA[illegible]P[illegible]D[illegible]C[illegible]A[illegible]

1[illegible]P[illegible]Plan[illegible]——[illegible]

2[illegible]D[illegible]Do[illegible]——[illegible]

3[illegible]C[illegible]Check[illegible]——[illegible]

4[illegible]A[illegible]Action[illegible]——[illegible]PDCA[illegible]

[illegible]PDCA[illegible]Plan-Do-Study-Act[illegible]PDCA[illegible]

1[illegible]PDCA[illegible]PDCA[illegible]

2[illegible]

3[illegible]PDCA[illegible]

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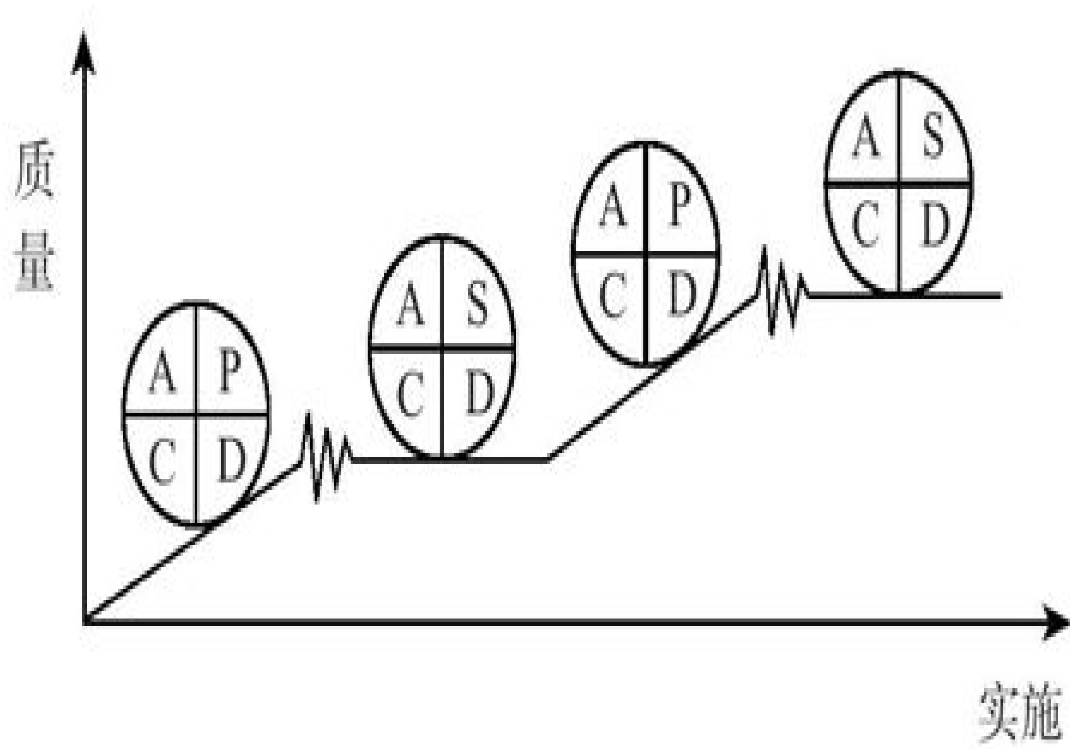
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“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]BD[illegible]

[illegible]PDCA[illegible]PDCA[illegible]SDCA[illegible]Standardization-Do-Check-Adapt[illegible]SDCA[illegible]SDCA[illegible]PDCA[illegible]

PDCA□SDCA

PDCA□SDCA□□□□□□□□□□□□□□□□□□□□PDCA□□□□□□□□□□□□□□□□□□□□□□□□
SDCA□□□



PDCA□□□SDCA□□

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O2O□□□□□□□□□□□□□□□□□□□□□PDCA□SDCA□□□□□□□O2O□□

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3[illegible]60[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

4[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

5[illegible]60[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

人员

设备

材料

产品不合格
或
顾客不满意

方法

环境

[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]root cause[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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50.00%
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DMAIC[illegible]

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[illegible]Kaizen[illegible]O2O[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]O2O[illegible]O2O[illegible]11[illegible]O2O[illegible]

[1]6Sigma[illegible]∑[illegible]3.4[illegible]/[illegible]

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[illegible]KPI[illegible]

1[illegible]POC[1][illegible]

2[illegible]

3[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

4[illegible]

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[illegible]O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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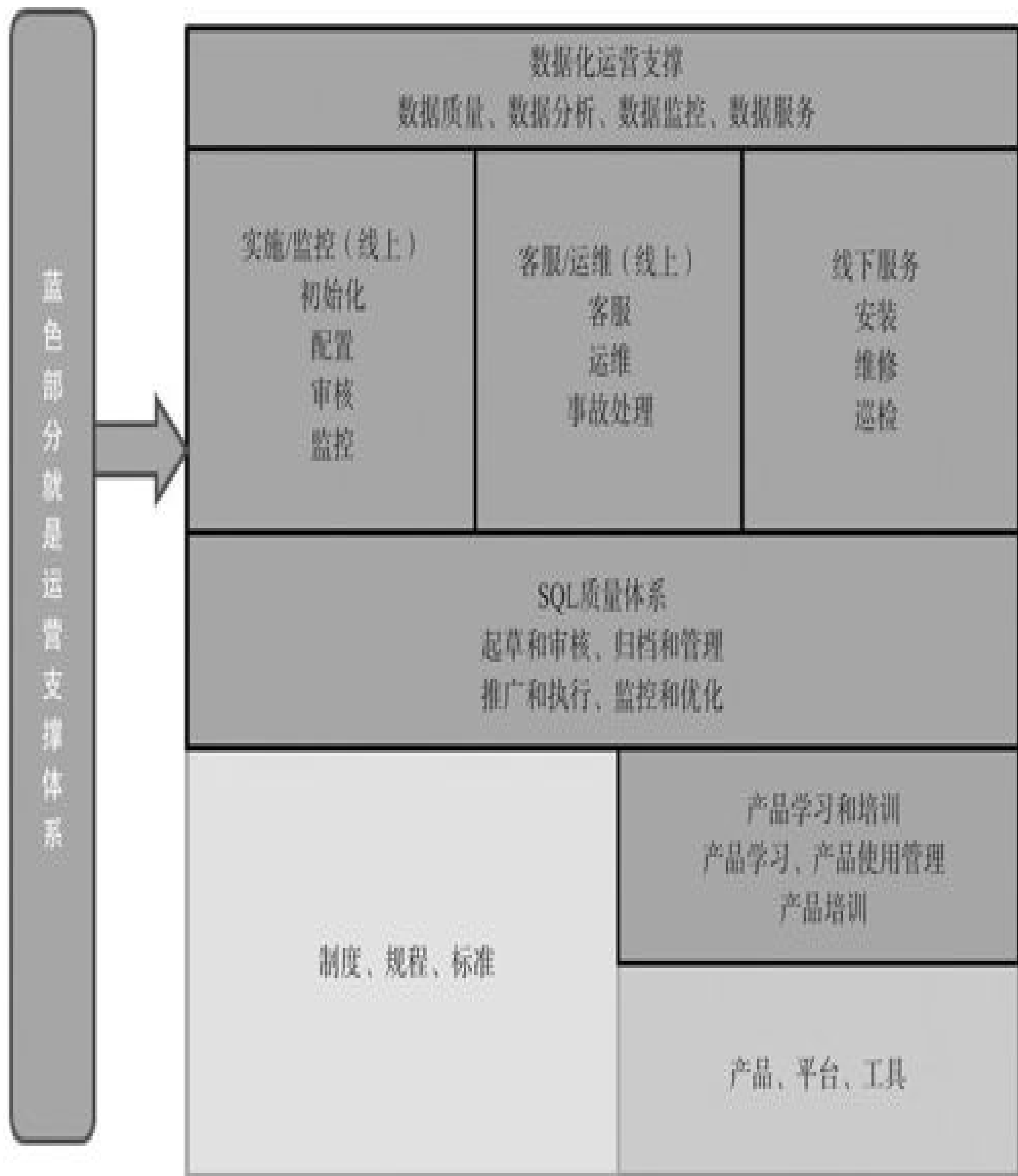
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[illegible]O2O[illegible]



蓝色部分就是运营支撑体系
数据化运营支撑
数据质量、数据分析、数据监控、数据服务
实施/监控（线上）
初始化
配置
审核
监控
客服/运维（线上）
客服
运维
事故处理
线下服务
安装
维修
巡检
SQL质量体系
起草和审核、归档和管理
推广和执行、监控和优化
产品学习和培训
产品学习、产品使用管理
产品培训
制度、规程、标准
产品、平台、工具

O2O[illegible]

[illegible]O2O[illegible]O2O[illegible]

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[illegible]

[illegible]O2O[illegible]O2O[illegible]SOP[illegible]SOP[illegible]

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SOP[illegible]

[illegible]18[illegible]SOP[illegible]

SOP[illegible]Standard Operation Procedure[illegible]

SOP[illegible]SOP[illegible]

SOP[illegible]

SOP[illegible]SOP[illegible]SOP[illegible]

SOP[illegible]SOP[illegible]ISO9000[illegible]SOP[illegible]

SOP[illegible]SOP[illegible]

SOP[illegible]SOP[illegible]SOP[illegible][1][illegible]SOP[illegible]

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[illegible]SOP[illegible]

[illegible]O2O[illegible]SOP[illegible]3[illegible]

[illegible]SOP[illegible]SOP[illegible]ISO[illegible]ISO9001[illegible]ISO27001[illegible]ISO[illegible]SOP[illegible]SOP[illegible]ISO[illegible]

[illegible]SOP[illegible]SOP[illegible]

[illegible]SOP[illegible]SOP[illegible]O2O[illegible]O2O[illegible]SOP[illegible]App[illegible]Web[illegible]SOP[illegible]

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[illegible]Business Process Management, BPM[illegible]BPI[illegible]BPR[illegible]EAI[illegible]

[illegible]20[illegible]90[illegible]BPM[illegible]WfMC[1][illegible]

[illegible]

[illegible]WfMS[illegible]

[illegible]

[illegible]BPM[illegible]BPM[illegible]

[illegible]BPM[illegible]BPM[illegible]

Gartner[illegible]BPM[illegible]

BPM[illegible]

[illegible]BPMS[illegible]BPM Systems[illegible]Business Process Analysis, BPA[illegible]

BPA[illegible]BAM[illegible]Business Activity Monitoring[illegible]BPA[illegible]ARIS[illegible]ARIS PPM[illegible]BAM[illegible]

[illegible]Straight Through Process, STP[illegible]Case Handing, CH[illegible]

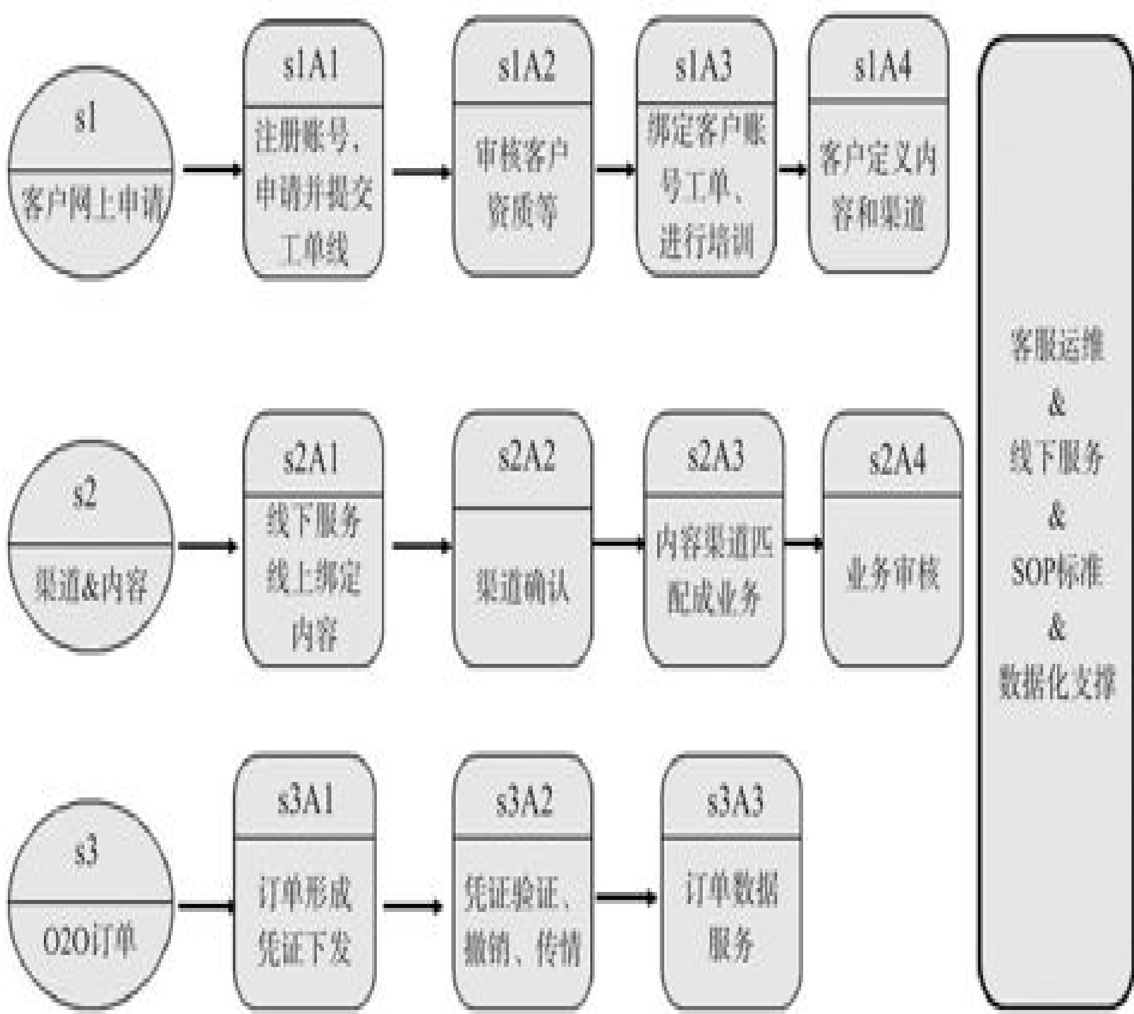
STP[illegible]STP[illegible]STP[illegible]O2O[illegible]

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STP□□□□

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STP□□□□□□□□□□□□□□□CH□□□□□□□□□□□□□□□□□□□□□□□

□□□BPM□□□□□□□□□□□□□□BPM□□□□□□□O2O□□□□□□□□□□□



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[illegible]O2O[illegible]

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[illegible]“[illegible]”[illegible]Anything that can go wrong will go wrong[illegible][2][illegible]

[illegible]O2O[illegible]

[1][illegible]1993[illegible]Workflow Management Coalition, WfMC[illegible]adopters[illegible]

[2][illegible]1949[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]20[illegible]

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阶段	行为	操作内容
实施前	接受《现场服务工单》	根据工单要求做出响应
	终端调试	程序下载、IC卡安装、机具配置和参数调试等
	工具准备	电脑、数据线、螺丝刀、测试卡、手机、机具等
	形象统一	工牌、工装、工包等
	现场工单准备	现场服务单、终端交付单、撤机通知函、终端回收验收单等
	上门时间预约	联系人、地址、时间等
实施	进门解释来意	统一用语
	现场测试	终端运行测试、测试卡测试等
	现场实施	装机、维修、撤机、终端操作培训、巡检等
结束	资料整理和归档	工单整理、OA单填写等
	客服回访	电话回访、满意度调查等
	拍码找小二	用户拍码满意度调查

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[illegible]3[illegible] [illegible]O2O[illegible]

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O2O[illegible]
[illegible]
[illegible]O2O[illegible]

支撑行为	子节点	数据指标
业务实施	工单	申请参数配置（商户、商品、渠道、终端、业务、用户功能绑定等） 申请凭证配置（发送通道、验证逻辑、撤销、重发配置、传情配置等） 申请数据服务（统计、提取） 申请系统接入（渠道、商户） 申请其他操作（代维、培训、预约等） 满意度（产品、实施、运维、客服、现场）
	审核	审核资料（商户、资质、商品、渠道、业务） 审核凭证（内容、图片等） 审核数据服务（统计、提取）
	操作	配置（参数、凭证） 服务（数据服务、系统接入、其他）
	培训	方式（互联网培训、集中培训、现场培训等） 内容（系统自操作、实施、运维、客服、现场服务、工单系统）
客服运维	客服	电话（呼人、呼出、接通等） 非电话（QQ、第三方系统、工单等） 内容（终端、凭证、商品、业务、渠道、商户，以及其他） 派单（实施、现场、客服、运维） 满意度（产品、实施、现场、客服、运维）
	运维	配置（参数、凭证） 服务（数据服务、系统接入，以及其他） 事故和异常（系统、终端、业务）
现场服务	现场	内容（安装、撤机、维修、巡检、培训） 满意度（服务、终端功能、产品功能）

[illegible]SOP[illegible]

[illegible]KPI[illegible]Key Performance Indicator[illegible]

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[illegible]Thomas Hobbes[2][illegible]

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[2][illegible]·[illegible]Thomas Hobbes[illegible]

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20[illegible]90[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]——“[illegible]”[illegible]Target[illegible]Target[illegible]Target[illegible]

[illegible]Target[illegible]Target[illegible]

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[illegible]Target[illegible]Target[illegible]Target[illegible]Target[illegible]

[illegible]Andrew Pole[illegible]Target[illegible]Target[illegible]Andrew Pole[illegible]Andrew Pole[illegible]Target[illegible]2002[illegible]2010[illegible]Target[illegible]440[illegible]670[illegible]

[illegible]“[illegible]”[illegible]BI[illegible]“[illegible]”[illegible]Target[illegible]

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[1]Apriori[illegible]

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[illegible]Edgar F.Codd[illegible]Ted[illegible]“[illegible]”[illegible]1923[illegible]1942[illegible]1945[illegible]1948[illegible]IBM[illegible]701[illegible]Stretch[illegible]60[illegible]40[illegible]1963[illegible]1965[illegible]

1970[illegible]47[illegible]Ted[illegible]ACM[illegible][1][illegible]

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[illegible]Bill Inmon[illegible]Ralph Kimball[illegible]Inmon[illegible]Kimball[illegible]20[illegible]

[illegible]Bill Inmon[illegible]1991[illegible]Building the Data Warehouse[illegible]——[illegible]Data Warehouse[illegible]Subject Oriented[illegible]Integrated[illegible]Non-Volatile[illegible]Time Variant[illegible]Decision Making Support[illegible]Kimball[illegible]CIF[illegible]GIF[illegible]DW2.0[illegible]DW2.0[illegible]

Ralph Kimball[illegible]“[illegible]DM”[illegible]

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[illegible]Bill Inmon[illegible]-ETL[illegible]-ODS[illegible]-DW[illegible]3NF[illegible]-DM-OLAP[illegible]Kimball[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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运　营	线上指标	线下指标
时间	纯时间属性（年、季、月、周、日）、时间模板属性（节假日、生日、特殊日）	纯时间属性（年、季、月、周、日）、时间模板属性（节假日、生日、特殊日）
渠道	到达率、转化率、渠道贡献率、渠道购买率	营业额增长率、开店速度、营业利润增长率、门店面积增长率、人均劳效
商品	热销品类、商品购买频次、购买时间、购买单价	每平米销售额、商品体验时效、商品热销品类
数量	商品周转率、单次采购数	经营安全率、商品周转率、单次体验数
价格	客单价、商品均价	客单价、商品均价、线上线下均价差异率
消费者	访问深度、访问频度、会员占比、会员引入费用、睡眠客户激活方式、浏览习惯、停留时间、浏览路径	来客数、盈亏平衡点、消费习惯、停留时间、来店次数、来店频率等
利润（营销）	毛利率、销售额、重复购买能力	交叉比率、销售额、毛利率、单店营业费用率、单店净利额达成率、单店净利率

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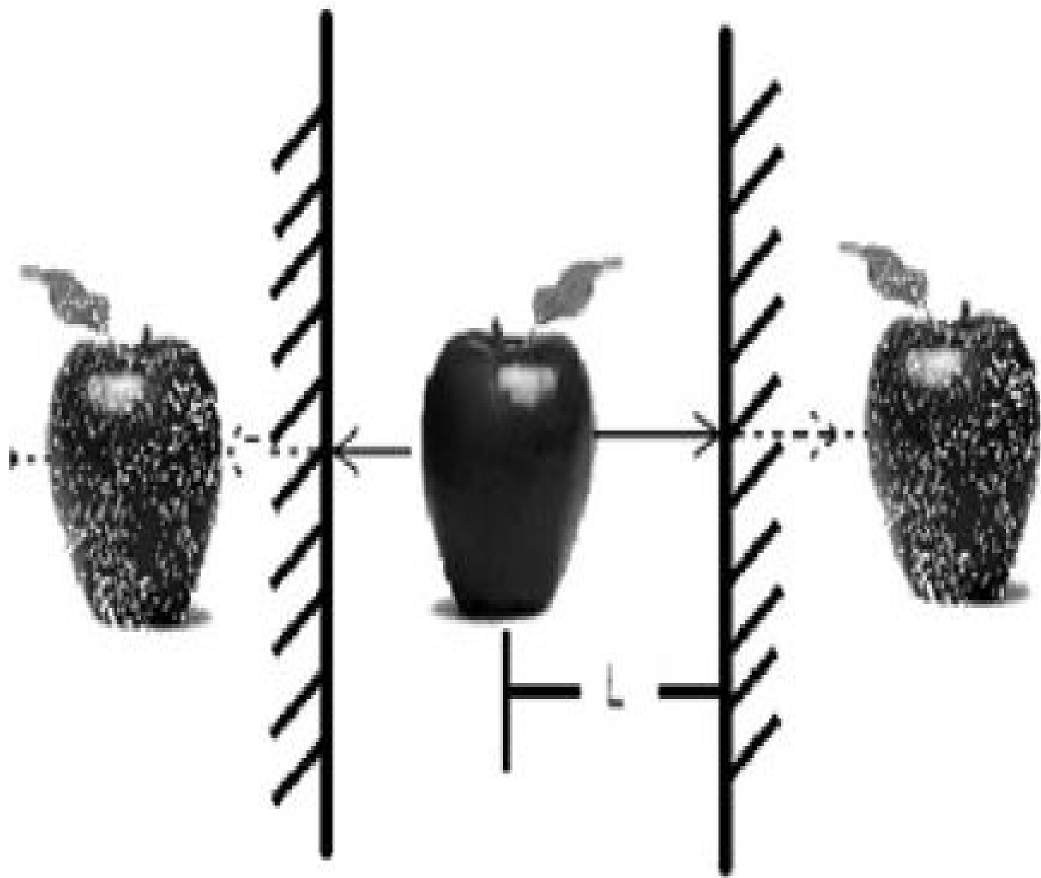
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